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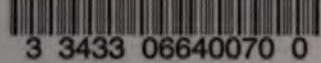
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PROCEEDINGS  
OF THE  
Nineteenth  
Annual Convention  
OF



HELD AT  
MEMPHIS, TENNESSEE  
APRIL 13 and 14, 1915

1897-1915



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## **NOTICE**

This book is free to members of the Association.

To non-members it will be sent upon receipt of Ten Dollars (\$10.00), which will include membership in the Association for one year, to April 30, 1916.

---

## **NOTICE TO MEMBERS**

To make the American Cotton Manufacturers Association a thoroughly representative organization, it is necessary that the membership include all who are eligible.

It has been found that many desiring to join the Association have not done so on account of having no invitation. It is hoped the members will present the matter to their friends and use the attached perforated form in making applications from among their associates who are eligible.

WOMAN  
WOMAN  
WOMAN

# THE AMERICAN COTTON MANUFACTURERS ASSOCIATION

---

## MEMBERSHIP APPLICATION BLANK

*C. B. BRYANT, Secretary and Treasurer,  
The American Cotton Manufacturers Association,  
Charlotte, N. C.*

DEAR SIR:

Enclosed please find check, P. O. Money Order or Express Order, made payable to your order, for \$10.00 to cover my membership dues for the year 1916. Kindly acknowledge receipt in regular form and enroll my name as a member, issuing stock certificate in my name.

Yours very truly,

Name -----

Office or position-----

Mill or firm-----

Address -----

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NOTE—Our Fiscal Year begins May 1st and ends April 30th.



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have put out so many incipient fires as to merit well the appellation "Standard of the World." They have been leaders in the reduction of insurance cost through actual *preventive* measures. They absolutely prevent large fires by extinguishing small ones.

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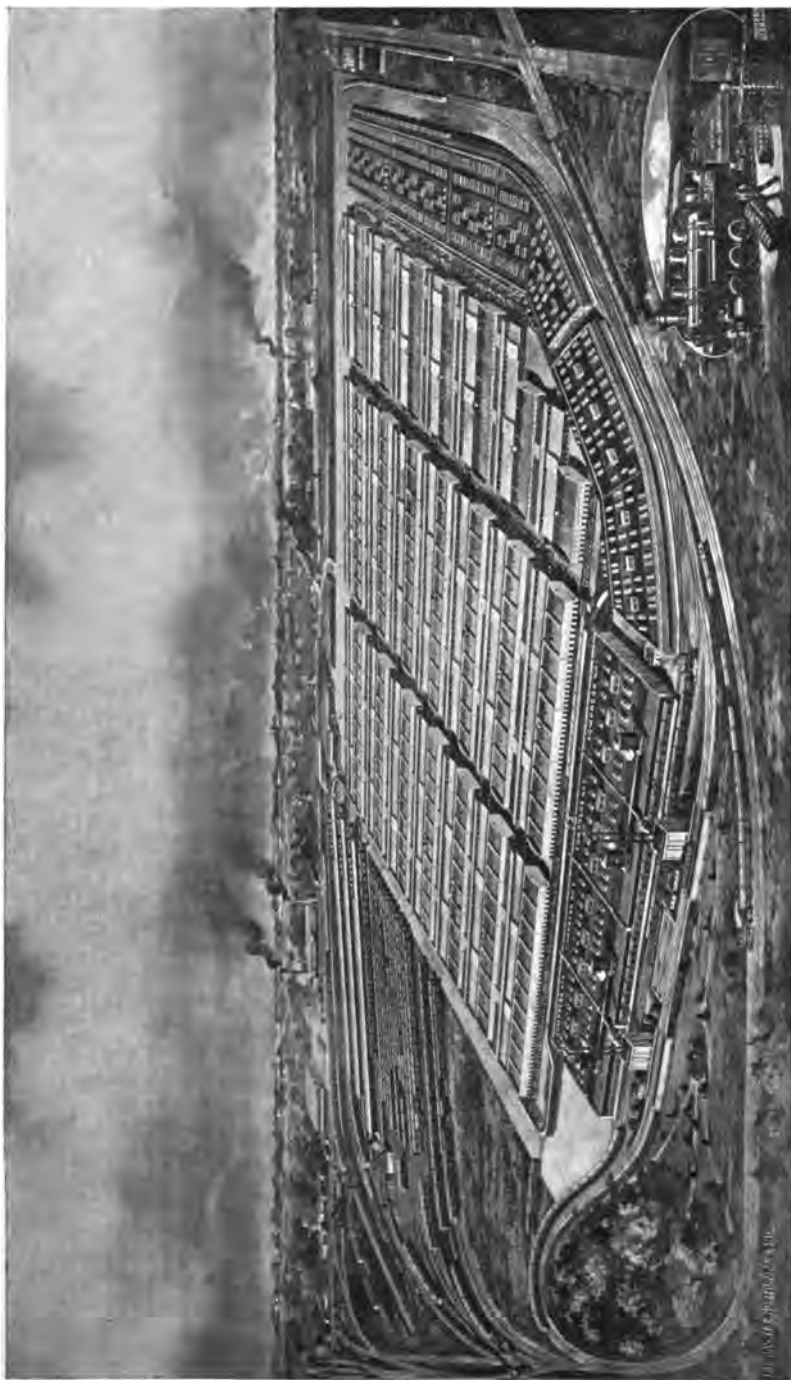


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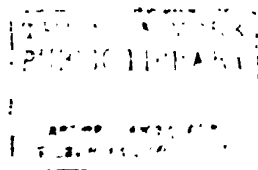
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OF THE  
NINETEENTH ANNUAL CONVENTION**

**OF THE  
✓  
American  
Cotton Manufacturers  
Association**

**HELD AT  
MEMPHIS, TENN., April 13 and 14, 1915  
HOTEL CHISCA**

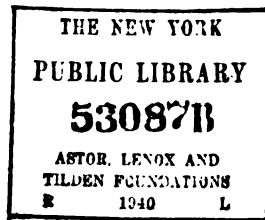
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**1915  
QUEEN CITY PRINTING COMPANY  
CHARLOTTE, N. C.**





## ORDER OF BUSINESS OF CONVENTIONS

Prayer.  
Address of President.  
Papers.  
Report of Secretary and Treasurer.  
Report of Committees.  
New Business.  
Election of Officers.  
Adjournment.

# OFFICERS

ELECTED APRIL 14, 1915

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SCOTT MAXWELL, Cordova, Ala.

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## VICE-PRESIDENT

JOHN A. LAW, Spartanburg, S. C.

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## SECRETARY AND TREASURER

C. B. BRYANT, Charlotte, N. C.

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Jas. D. Hammett, Anderson, S. C.  
Geo. H. Lanier, West Point, Ga.  
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Arthur R. Sharp, Boston, Mass.  
Leroy Springs, Lancaster, S. C.  
A. A. Thompson, Raleigh, N. C.  
J. J. Bradley, Huntersville, Ala.  
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Geo. E. Spofford, Augusta, Ga.  
Paul J. Marrs, Henderson, Ky.  
Craig S. Mitchell, Philadelphia, Pa.

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D. A. Tompkins, 1898-99	Lewis W. Parker, 1909-10
Dr. John H. McAden, 1899-02	D. Y. Cooper, 1910-11
Geo. B. Hiss, 1902-03	Capt. Ellison A. Smyth, 1911-12
W. C. Heath, 1903-04	W. A. Erwin, 1912-13
R. S. Reinhardt, 1904-05	Stuart W. Cramer, 1913-14
R. M. Miller, Jr., 1905-06	T. I. Hickman, 1914-15
Arthur H. Lowe, 1906-07	Scott Maxwell, 1915-16*
S. B. Tanner, 1907-08	

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J. P. Verdery, 1899-02	Ellison A. Smyth, 1910-11
Thos. M. Swift, 1902-04	W. A. Erwin, 1911-12
Arthur H. Lowe, 1904-06	Stuart W. Cramer, 1912-13
S. B. Tanner, 1906-07	T. I. Hickman, 1913-14
T. H. Rennie, 1907-08	Scott Maxwell, 1914-15
Lewis W. Parker, 1908-09	John A. Law, 1915-16*

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Geo. B. Hiss, 1897-01	C. B. Bryant, 1901-16*
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\*Term Expires.

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W. C. Heath, 1898-07  
Col. Leroy Springs, 1898-02  
Thos. M. Swift, 1904-07  
T. L. Wainwright, 1901-04  
A. P. Rhyne, 1899-06  
B. E. Willingham, 1900-06  
Val Taylor, 1901-07  
J. P. Leak, 1901-07  
David Clark, 1902-08  
Dr. J. H. McAden, 1902-05  
E. W. Thomas, 1902-05  
Arthur H. Lowe, 1903-04  
Geo. B. Hiss, 1903-06  
R. M. Miller, Jr., 1904-06  
Lewis W. Parker, 1905-08  
T. H. Rennie, 1905-08  
Chas. K. Oliver, 1908-09  
John C. Rankin, 1908-11  
E. A. Lang, 1902-06  
E. A. Smith, 1902-08  
P. M. Brown, 1897-99  
A. M. Price, 1897-98  
Arthur J. Draper, 1904-07  
D. R. Julian, 1897-98  
R. R. Ray, 1897-06  
J. C. Smith, 1898-07  
D. A. Tompkins, 1899-02  
T. A. Blythe, 1906-09  
C. H. Fish, 1906-09  
J. J. White, Jr., 1906-09  
Chas. H. Gorton, 1906-09  
W. T. Lang, 1906-09  
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Leonard Paulson, 1907-10  
E. Chappell, 1907-10  
F. A. Flather, 1907-10

D. Y. Cooper, 1907-10  
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Aug. W. Smith, 1908-11  
W. A. Erwin, 1909-12  
Ridley Watts, 1909-12  
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C. D. Tuller, 1909-12  
I. D. Tyson, 1909-12  
W. E. Beattie, 1910-13  
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J. T. Broadbent, 1912-15  
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C. B. Armstrong, 1913-16\*  
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Geo. E. Spofford, 1915-18\*  
Paul J. Marrs, 1915-18\*  
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\*Term Expires.

# NATIONAL COUNCIL OF AMERICAN COTTON MANUFACTURERS

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Stuart W. Cramer

Ellison A. Smyth

T. I. Hickman

### ALTERNATES

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Fuller E. Callaway

T. H. Rennie

### SECRETARY

C. B. Bryant

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Edwin Farnham Greene

Franklin W. Hobbs

Charles T. Plunkett

### ALTERNATES

W. Frank Shove

William Amory

William M. Butler

### SECRETARY

C. J. H. Woodbury

### ANNUAL CONVENTIONS HELD IN

Charlotte, N. C., 1897  
Charlotte, N. C., 1898  
Charlotte, N. C., 1899  
Charlotte, N. C., 1900  
Atlanta, Ga., 1901  
Charleston, S. C., 1902  
Charlotte, N. C., 1903  
Washington, D. C., 1904  
Knoxville, Tenn., 1905  
Asheville, N. C., 1906

Philadelphia, Pa., 1907  
Richmond, Va., 1908  
Richmond, Va., 1909  
Charlotte, N. C., 1910  
Richmond, Va., 1911  
Washington, D. C., 1912  
Washington, D. C., 1913  
New York, N. Y., 1914  
Memphis, Tenn., 1915



**CERTIFICATE OF INCORPORATION**  
**OF THE**  
**AMERICAN**  
**COTTON MANUFACTURERS**  
**ASSOCIATION**  
**INCORPORATED**

---

We, the undersigned, in order to form a corporation for the purposes hereinafter stated, under and pursuant to the provisions of the act of the General Assembly of the State of North Carolina, entitled "An Act to Revise the Corporation Law of North Carolina" (Session of 1901), and the acts amendatory thereof and supplemental thereto, do hereby certify as follows:

**FIRST:**

The name of this Corporation is "AMERICAN COTTON MANUFACTURERS ASSOCIATION, INCORPORATED."

**SECOND:**

The location of the principal office in the State is at No. 36 South College Street, in the City of Charlotte, in the county of Mecklenburg. The name of the statutory agent therein and in charge thereof, upon whom process against the corporation may be served, is C. B. Bryant.

**THIRD:**

The objects for which this corporation is formed are to extend and encourage investigation and experiment in scientific methods of cotton and textile manufacturing; to gather and promulgate information concerning cotton manufacturing and textile arts; to promote social intercourse among persons



engaged in cotton manufacturing and kindred or allied pursuits; to establish and maintain libraries of work on textile or other arts; to broaden the knowledge of its members as to improved methods of manufacturing and as to the possibilities and development of all kinds of textile manufacturing; and to do generally all acts or things incidental or desirable in accomplishing the said objects.

FOURTH :

The total authorized capital stock of the corporation is twenty thousand dollars, divided into two thousand shares of the par value of ten dollars each.

The capital stock shall be divided into two classes or kinds, one of which shall be known as "active stock," the holder or holders of which shall be known as "active members"; and the other of which shall be known as "associate stock," whose holders shall be known as "associate members."

No person can be an "active member," or the holder of any share of "active stock" of this corporation, unless he is actively engaged as president, vice-president, secretary, treasurer, agent, manager, director or superintendent of some mill or establishment manufacturing, printing, or finishing cottons.

Any person may be an "associate member" who is engaged in some pursuit allied with or related to textile manufacturing.

The entire management and control of affairs of the corporation is vested exclusively in the holders of "active stock," and the active members shall be solely entitled to vote at stockholders' meetings; the "associate members" or holders of "associate stock" shall have no voice in the affairs of the corporation, and shall not be entitled to vote or otherwise participate in stockholders' meetings, nor can they be directors of the corporation.

The corporation may issue from time to time, as the directors or the "board of governors," hereinafter provided for, may elect, the said stock, divided into "active" and "associate" stock, in such amounts and at such times as may be desired.

## FIFTH :

The names and postoffice addresses of the incorporators and the number of shares of "active stock" subscribed for by each, the aggregate of which is the amount of capital stock with which the corporation may be organized and commence its corporate existence and duties, are as follows :

<i>Name</i>	<i>P. O. Address</i>	<i>No. of Shares</i>
W. C. Heath.....	Monroe, N. C.....	One Share Active Stock
R. S. Rheinhardt.....	Lincolnton, N. C.....	One Share Active Stock
E. W. Thomas.....	Columbia, S. C.....	One Share Active Stock
B. W. Hunt.....	Eatonton, Ga.....	One Share Active Stock
Thos. M. Swift.....	Elberton, Ga.....	One Share Active Stock

## SIXTH :

The following provisions shall be applicable to the regulation of the affairs and business of the corporation, and of the stockholders or members and directors, to-wit :

(a) Each "active member" shall be entitled to one vote at any meeting of the stockholders.

(b) The corporation may fix the number of directors so as to embrace all "active members" or holders of "active stock," and may make the number of directors variable as the number of "active members" varies. The corporation may provide in the by-laws for several classes of directors, whose terms of office shall expire at different times ( the term of no director to be longer than five years), and may also provide that less than a majority of the whole number of directors may constitute a quorum for the transaction of business.

(c) The annual and other business meetings of the stock holders or members must be held within this State; but social meetings may be held anywhere in the United States, in or out of this State, as may be ordered by the directors or "board of governors."

(b) The directors may hold their meetings at any place either in or out of this State, and within the United States, as

they or the "board of governors" may order. The directors may elect out of their own members an executive committee, to consist of fifteen directors, who shall be called the "board of governors," and who shall be clothed with such authority and powers as may be relegated to them by the "active members," or by the directors, or by the by-laws.

(e) No dividends shall be declared on either class of said stock, and the corporation shall not engage in any business for pecuniary profit, its object and purposes being only social and educational, as set forth above. Each share of stock, after the first year from the date of its issue, shall be assessable for annual dues or other purposes to an amount not exceeding ten dollars a year. No holder of either class of stock shall be liable for more than the par value of his stock and the annual dues and assessments, not exceeding ten dollars per year. The by-laws may provide for the election of "honorary members," to whom no stock shall be issued, and from whom no dues shall be collected, and who shall have no voice in the affairs of the corporation, but who shall be entitled to participate in all social meetings. The by-laws may also provide for the forfeiture of any share of stock by reason of the non-payment of dues or assessments, and stock so forfeited shall be null and void, and may be reissued.

SEVENTH:

The period of existence of this corporation is sixty years.

In witness whereof, we, the corporators aforesaid, have hereunto set our hands and seals, this the 25th day of June, A. D. 1903.

W. C. HEATH	(Seal)
R. S. REINHARDT	(Seal)
E. W. THOMAS	(Seal)
THOS. M. SWIFT	(Seal)
BENJ. W. HUNT	(Seal)

## STATE OF NORTH CAROLINA—COUNTY OF UNION.

Personally appeared before me, C. F. Love, a Notary Public in and for the said County, W. C. Heath, one of the corporators of the American Cotton Manufacturers Association, Incorporated, and acknowledged the due execution of the foregoing certificate of incorporation for the purposes therein expressed.

Witness my hand and official seal, this the 25th day of June, 1913.

(Notarial Seal)

C. F. LOVE,  
*Notary Public.*

## STATE OF NORTH CAROLINA—COUNTY OF LINCOLN.

Personally appeared before me, Claude Ramseur, a Notary Public in and for the county aforesaid, R. S. Reinhardt, one of the corporators of the American Cotton Manufacturers Association, Incorporated, and acknowledged the due execution of the foregoing certificate of incorporation, for the purposes therein expressed.

Witness my hand and official seal, this the 29th day of June, 1903.

(Notarial Seal)

CLAUDE RAMSEUR,  
*Notary Public.*

## STATE OF GEORGIA—COUNTY OF PUTNAM.

Personally appeared before me, L. M. Pennington, Notary Public in and for the County and State aforesaid, B. W. Hunt, one of the corporators of the American Cotton Manufacturers Association, Incorporated, and acknowledged the due execution of the foregoing certificate of incorporation, for the purposes therein expressed.

Witness my hand and official seal, this 13th day of July, 1903.

L. M. PENNINGTON,  
*Notary Public, Putnam County, Georgia.*  
(Notarial Seal)

## STATE OF SOUTH CAROLINA—COUNTY OF RICHLAND.

Personally appeared before me, D. Cardwell, Jr., a Notary Public in and for the County and State aforesaid, E. W. Thomas, one of the corporators of the American Cotton Manufacturers Association, Incorporated, and acknowledged the due execution of the foregoing certificate of incorporation for the purposes therein expressed.

Witness my hand and official seal, this the 30th day of June, 1903. D. CARDWELL, JR.,  
(Notarial Seal) Notary Public.

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## STATE OF GEORGIA—COUNTY OF ELBERT.

Personally appeared before me, Z. C. Hayes, in and for the County and State aforesaid, Thos. M. Swift, one of the corporators of the American Cotton Manufacturers Association, Incorporated, and acknowledged the due execution of the foregoing certificate of incorporation for the purposes therein expressed.

Witness my hand and official seal, this the 11th day of June, 1903. Z. C. HAYES,  
(Notarial Seal) N. P. E. C.

Filed, July 15, 1913.

J. BRYAN GRIMES, *Secretary of State*.

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## STATE OF NORTH CAROLINA

## OFFICE OF SECRETARY OF STATE

I, J. Bryan Grimes, Secretary of State of North Carolina, do hereby certify the foregoing and attached [six (6) sheets] to be a true copy of the Certificate of Incorporation of "*American Cotton Manufacturers Association, Incorporated*," and the probates thereon, as the same is taken from and compared with the original filed in this office on the 15th day of July, A. D. 1913.

In witness whereof, I have hereunto set my hand and affixed my official seal.

Done in office at Raleigh, this 15th day of July, in the year of our Lord, 1903.

(Secretary of State Seal) J. BRYAN GRIMES,  
*Secretary of State.*

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### AN ACT

To allow the Stockholders of the "American Cotton Manufacturers Association, Incorporated," to hold their meetings either in or out of the State of North Carolina.

*The General Assembly of North Carolina do enact:*

SECTION 1. That the provisions of section forty-nine of chapter two of the public laws of one thousand nine hundred and one, requiring that "the meetings of the stockholders of every corporation of this state shall be held at the principal office in this State," shall not apply to the "American Cotton Manufacturers Association, Incorporated," but that so long as its present charter remains unamended except by this act, meetings of the stockholders of said corporation may be held at any place in the United States, in or out of the State of North Carolina, that may be designated by the Board of Directors, or "the Board of Governors," of said corporation; provided, that when any meeting is held out of the State thirty days' notice thereof shall be mailed to each holder of stock having voting powers at his address, as appearing on the books of the said corporation.

SEC. 2. That the Secretary of State is hereby authorized to certify an amendment to the charter of certificate of incorporation of said corporation in accordance with the preceding section upon application made therefor in writing by President and Secretary of the said Corporation with the common seal of the corporation affixed thereto.

SEC. 3. That this act be in force from and after its ratification.

In the General Assembly read three times and ratified this 20th day of February, A. D. 1905.

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STATE OF NORTH CAROLINA

OFFICE OF SECRETARY OF STATE

Raleigh, May 27, 1905.

I, J. Bryan Grimes, Secretary of State of the State of North Carolina, do hereby certify the foregoing attached [one (1) sheet] to be a true copy from the records of this office.

In witness whereof, I have hereunto set my hand and affixed my official seal.

Done in office at Raleigh, this 27th day of May, in the year of our Lord, 1905.

J. BRYAN GRIMES,  
*Secretary of State.*

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STATE OF NORTH CAROLINA—COUNTY OF MECKLENBURG.

*To Hon. J. Bryan Grimes, Secretary of State of the State of North Carolina:*

The American Cotton Manufacturers Association, Incorporated, by R. S. Reinhardt, its president, and C. B. Bryant, its secretary, hereby makes application for an amendment of its charter to be certified, and to that end, does hereby set forth the following:

That the General Assembly of North Carolina, at its session of 1905, on the 20 day of February, 1905, ratified an act entitled, "An Act to allow stockholders of the 'American Cotton Manufacturers Association, Incorporated,' to hold their meetings either in or out of the State of North Carolina."

That by the terms of said Act, the Secretary of State is authorized to certify an amendment of the charter of certificate of incorporation of said American Cotton Manufacturers Association, Incorporated, in accordance with the provisions of said Act.

That it is the unanimous desire of the stockholders of the said corporation that its certificate of incorporation be amended as allowed by said Act.

That the said certificate of incorporation be, and the same is hereby amended by striking out all of sub-section (c) of the sixth section thereof and inserting in lieu thereof, the following:

“(c) The annual or other business or social meetings of the stockholders or members may be held at any place in the United States, in or out of the State of North Carolina, that may be designated by the Board of Directors or Board of Governors of said corporation, provided that when any meeting is held out of the State, thirty days’ notice thereof shall be mailed to each holder of stock having voting powers at his address as appearing on the books of the corporation.”

Wherefore, the said American Cotton Manufacturers Association, Incorporated, makes application to the said Hon. J. Bryan Grimes, Secretary of State, to certify the said amendment to its certificate of incorporation.

In witness whereof, the said American Cotton Manufacturers Association, Incorporated, has caused this application to be signed by its president, and attested by its secretary, and has caused its corporate seal to be hereunto affixed, this the 1st day of March, A. D. 1905.

AMERICAN COTTON MANUFACTURERS  
ASSOCIATION, INCORPORATED.

By R. S. REINHARDT,

*President.*

(Corporate Seal)

Attest—C. B. BRYANT, *Secretary.*

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STATE OF NORTH CAROLINA—COUNTY OF MECKLENBURG.

Personally appeared before me, Baxter Ross, Notary Public in and for the County and State aforesaid, C. B. Bryant, who being by me duly sworn, says: That R. S. Reinhardt is the President of the American Cotton Manufacturers Asso-



ciation, Incorporated, and that the seal affixed to the foregoing application is the common seal of the said Association; that he saw the said R. S. Reinhardt affix the said seal to, and sign the foregoing application; that he, the said C. B. Bryant, is the Secretary of the said Association, and that as such Secretary he signed the foregoing application in attestation thereof; and that the matters and facts set forth in the said application are true to the best of his knowledge and belief.

(Official Seal)

C. B. BRYANT.

Sworn to and subscribed before me, this the 1st day of March, 1915.

BAXTER ROSS,

*Notary Public.*

Filed, March 8th, 1905.

J. BRYAN GRIMES, *Secretary of State.*

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## STATE OF NORTH CAROLINA

### OFFICE OF SECRETARY OF STATE

I, J. Bryan Grimes, Secretary of State of the State of North Carolina, do hereby certify the foregoing and attached [three (3) sheets] to be a true copy of the certificate of amendment to the charter of the American Cotton Manufacturers Association, Incorporated, and the probates thereon, as the same is taken from and compared with the original filed in this office on the 8th day of March, A. D. 1905.

In witness whereof, I have hereunto set my hand and affixed my official seal.

Done at office in Raleigh, this 8th day of March, in the year of our Lord, 1905.

(Signed) J. BRYAN GRIMES,

(Seal)

*Secretary of State.*

**BY-LAWS**  
**OF THE**  
**AMERICAN**  
**COTTON MANUFACTURERS**  
**ASSOCIATION**  
**INCORPORATED**

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**STOCKHOLDERS**

1. A meeting of the stockholders shall be held annually on the fourth Tuesday in May, at such place either within or without the State of North Carolina as the Board of Governors may prescribe, notice of which shall be mailed by the Secretary at least thirty days prior to each meeting to each stockholder owning a share of "active stock" at his address appearing on the books of the corporation.

2. All business meetings of the stockholders shall be held by and participated in by "active members," each of whom shall hold a share of "active stock" as defined by the entrance of incorporation, and no other person or persons shall be entitled to participate in such meetings. Associate members shall be entitled to participate in all social gatherings, but shall not be entitled to participate in business meetings, which shall be for "active members" only.

3. Special meetings of the stockholders may be called by the "Board of Governors" upon ten days' notice, to be mailed by the Secretary to each holder of "active stock."

4. At all stockholders' meetings each holder of "active stock" shall be entitled to one vote and no more, and the majority of the active members present, either in person or by proxy, shall constitute a quorum for the transaction of business. If at any meetings less than a quorum is present, those present may adjourn the meeting until a date certain.

5. Eleven stockholders shall constitute a quorum for the transaction of business, but the majority of those present at

any meeting, though less than a quorum, may adjourn from time to time until a quorum be had.

6. The order of business at stockholders' meetings shall be as follows: (1) Roll call; (2) Reading minutes of preceding meeting and action thereon; (3) Report of officers; (4) Report of committees; (5) Unfinished business; (6) New business; (7) Election of officers; (8) Adjourn.

#### BOARD OF GOVERNORS

7. In recess of the stockholders the affairs of the corporation shall be managed by the board of directors or "board of governors," to be elected by the stockholders, to consist of fifteen members, each of whom shall be an active member of the corporation, and the "board of governors" shall meet at the call of the President at such time and place as he may appoint, three days' notice of all meetings to be mailed to each member of the "board of governors" by the secretary at the address appearing on the books of the corporation. Five members of the "board of governors" shall constitute a quorum for the transaction of business, though a less number may adjourn a meeting from time to time until a quorum be had.

8. Each member of the "board of governors" shall be elected for a term of three years and shall serve until his successor shall be elected and qualified.

#### OFFICERS

9. The officers of the corporation shall consist of the President, Vice-President, Chairman, Board of Governors, Secretary and Treasurer, which last two offices may be filled by the same person.

10. The President shall be a stockholder and an active member and an *ex-officio* member of the "board of governors," and shall have control of the management of the affairs of the corporation during the intervals between the meetings of the "board of governors" and stockholders. He shall preside at all meetings of stockholders and "board of governors"

and he shall sign all certificates of stock and shall perform such other duties as may be assigned to him by the stockholders or "board of governors."

11. The President shall not be elected to succeed himself, but shall hold office until his successor shall be elected and qualified.

12. The Vice-President shall have such powers and perform such duties as may be assigned to him by the stockholders or "board of governors," and in case of the absence or disability of the President, the duties of his office shall devolve upon the Vice-President.

13. The Vice-President shall not be elected to succeed himself, but shall hold office until his successor shall be elected and qualified.

#### CHAIRMAN BOARD OF GOVERNORS

14. The Board of Governors shall elect one of their members as Chairman of Board of Governors, whose duties shall be to assume the duties of the President and Vice-President in the absence of these officers.

15. The Secretary and Treasurer shall be either a holder of "active stock" or "associate stock" and shall have custody of the funds and property and books of the corporation, and shall receive and disburse funds of the corporation, taking proper vouchers thereof. He shall keep the minutes of all stockholders' and "board of governors'" meetings and shall make report to the stockholders and "board of governors" as may from time to time be required of either of said bodies.

16. The Secretary and Treasurer may be elected to succeed himself, and shall hold office until his successor shall be elected and qualified.

17. All of said officers, except Chairman of the Board of Governors, shall be elected by the stockholders, and the stockholders shall prescribe their duties other than those herein mentioned, and their compensation.

#### SEAL

18. The Board of Governors shall provide a suitable seal, which shall contain the name of the corporation, the year of its creation, and other suitable words, which shall be in charge of the Secretary, to be used as directed by the "board of governors."

#### ASSOCIATE MEMBERS

19. Certificates of "associate stock" may be issued to persons possessing the requisite qualifications as prescribed by the certificate of incorporation which shall thereupon become "associate members" and as such entitled to be present at all social meetings of the corporation, but not at its business meetings.

#### HONORARY MEMBERS

20. The Board of Governors may elect such persons as they see fit "honorary members" of the Association, who shall be entitled to be present at all social meetings, but who shall be liable to no assessments. No person can be elected to honorary membership who is actively engaged as an officer in any textile manufacturing corporation.

#### ASSESSMENTS

21. All "active" and "associate" members shall pay the par value of a share of stock, to-wit, \$10.00, which shall be in full of all assessments up to the time of the annual meeting of the stockholders thereafter; and each "active" and "associate" member shall be liable for an assessment of not exceeding Ten Dollars per year for each year he remains a member of the Association after the first annual meeting subsequent to his becoming a member. The "board of governors" are authorized to levy the assessments above provided for. Failure on the part of any active or associate member to pay an assessment for two years after the same is levied, and he is notified thereof, shall work a forfeiture of his stock, and stock so forfeited may be re-issued.

## AMENDMENTS

22. These by-laws may be amended or added to, or repealed by the "board of governors" or by the stockholders at any meeting, by a majority vote.

AMENDMENT TO CONSTITUTION  
AND BY-LAWS

The following amendment was adopted at the fourteenth annual meeting of the Association, May 18, 1910:

"Article 23. That the annual dues of 'associate' and 'active' members be increased from five dollars to ten dollars."

# MEMBERSHIP LIST

## ALPHABETICALLY ARRANGED

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### HONORARY

Anthony, Col. J. T., Charlotte, N. C.  
Kohn, Col. August, Columbia, S. C.  
Macara, Sir Charles W., Bart., Pres. International Federation of Master Cotton Spinners' and Manufacturers' Association, 15 Cross St., Manchester, England.  
Parker, Lewis W., Greenville, S. C.

### ACTIVE

Adams, J. A., Supt. Springstein Mills, Chester, S. C.  
Adamson, Charles, Pres. Cedartown Cotton & Export Co. (Cedartown, Ga.), 119 4th St., Philadelphia, Pa.  
Alexander, S. B. Jr., Treas. Savona Mfg. Co., Charlotte, N. C.  
American Spinning Co., Greenville, S. C.  
American Thread Co., 260 West Broadway, New York, N. Y.  
Amory, Harcourt, Treas. Lancaster Mills (Lancaster, N. H.), Indian Head Mills of Alabama (Cordova, Ala.), P. O. Box 1302, Boston, Mass.  
Anderson, G. Lang, Pres. and Treas. Maplecroft Mills, Liberty, S. C.  
Armstrong, C. B., Pres. and Treas. Armstrong Cotton Mills Co., Clara Mfg. Co., Dunn Mfg. Co., Monarch Cotton Mills Co., Gastonia, N. C.  
Arrington, John W., Pres. Union Bleaching & Finishing Co., Greenville, S. C.  
Atwood, J. Arthur, Wauregan Co. and Quinebaugh Co., Wauregan, Conn.  
Ashworth, Henry, Card Clothing Mfg. Co., Fall River, Mass.  
Aull, B. M., Manager Cohannett Cotton Mills (Fingerville, S. C.), Pendleton Mfg. Co., Autun, S. C.  
Bahnsen, A. H., Pres. Arista Mills Co., Winston-Salem, N. C.  
Bailey, Cassius M., Treas. Lydia Cotton Mills, Clinton, S. C.  
Baker, A. L., Pres. Virginia Cotton Mills, Swepsonville, N. C.  
Baldwin, Carroll, Pres and Treas. Savage Mfg. Co., 61 Leonard St., New York, N. Y.  
Ball, Wallace, L., Agent Tallassee Falls Mfg. Co., Tallassee, Ala.  
Barnard, O. A., Director J. H. Lane & Co., 334 4th Ave., New York, N. Y.

- Barnhardt, E. C., Treas. Gibson Mfg. Co., Concord, N. C.  
Bean, C. Enos, Spartanburg, S. C.  
Beattie, W. E., Pres. and Treas. Piedmont Mfg. Co. (Piedmont, S. C.),  
Treas. Parker Mills Co., Greenville, S. C.  
Belin, Paul B., Gen. Mgr. Scranton Lace Curtain Co., Scranton, Pa.  
Bell, T. F.; Sec. and Treas. Victoria Cotton Mills, Rock Hill, S. C.  
Bemis, Albert F., Pres. Jackson Fibre Co. (Bemis, Tenn.), Pres. Bemis  
Bro. Bag Co., P. O. Box 5173, Boston, Mass.  
Bennett, Fred S., Vice-Pres. and Sec. Wm. L. Barrell Co., 89 Worth  
St., New York, N. Y.  
Bilbrough, Wm. H., Manager Elmira Knitting Mills, Elmira, N. Y.  
Black, J. W., Vice-Pres. and Manager Caswell Cotton Mills, Kinston,  
N. C.  
Blake, L. D., Treas. Belton Mills, Belton, S. C.  
Bloch, Jules, Sec. Krout & Fite Mfg. Co., Alleghaney Ave. and Emerald  
St., Philadelphia, Pa.  
Blythe, T. Ashby, Philadelphia, Pa.  
Borden, F. K., Pres. Borden Mfg. Co., Goldsboro, N. C.  
Borden, Chas. N., Treas. Richard Borden Mfg. Co., Fall River, Mass.  
Bowe, Robt. F., Selling Agent Saco-Lowell Shops, Greenville, S. C.  
Boyd, H. H., Supt. Chadwick-Hoskins Co., Charlotte, N. C.  
Bradley, Joseph J., Agent Merrimack Mfg. Co., Huntsville, Ala.  
Braswell, E. J., Brown Mfg. Co., Concord, N. C.  
Broadbent, J. T., Agent Meritas Mills (Columbus, Ga.), 320 Broadway,  
New York, N. Y.  
Broadhurst, F. K., Sec. and Treas., Ivanhoe Mfg. Co., Smithfield, N. C.  
Brown, Geo. H., Sec. and Treas. Long Island Cotton Mills, States-  
ville, N. C.  
Brown, J. W., Vice-Pres. Cowpens Mfg. Co., Cowpens, S. C.  
Bruner, J. M., Sec. The Oconee Mills Co., Westminster, S. C.  
Bruton, W. B., Supt. Gibson Mfg. Co., Concord, N. C.  
Bryant, C. B., Jennings & Bryant, Agents Geo. H. McFadden & Bro.,  
Charlotte, N. C.  
Cady, Edwin A., Treas. Warren Mfg. Co., Warren, R. I.  
Callaway, Fuller E., Pres. Manchester Cotton Mills (Manchester, Ga.),  
Pres. Milstead Mfg. Co. (Milstead, Ga.), Treas. Elm City Cotton  
Mills (LaGrange, Ga.), Treas. Unity Cotton Mills (LaGrange,  
Ga.), Treas. Unity Spinning Co. (LaGrange, Ga.), LaGrange, Ga.  
Calvert, Arch B., Pres. and Treas. Drayton Mills, Spartanburg, S. C.  
Cannon, J. F., Sec. and Treas. Wiscassett Mills Co., Albemarle, N. C.  
Cannon, J. W., Pres. Kesler Mfg. Co. (Salisbury, N. C.), Pres. Cannon  
Mfg. Co. (Kannapolis, N. C.), Pres. Amazon Cotton Mills  
(Thomasville, N. C.), Pres. Patterson Mfg. Co. (Kannapolis, N.  
C.), Pres. Cannon & Co. (Yorkville, S. C.), Pres. Efird Mfg. Co.



- (Albemarle, N. C.), Pres. Wiscasset Mills Co. (Albemarle, N. C.), Pres. Imperial Cotton Mill (Eatonton, Ga.), Pres. Patterson Mfg. Co. (China Grove, N. C.), Pres. Cabarrus Cotton Mill (Concord, N. C.), Pres. Cannon Mfg. Co. (Concord, N. C.), Pres. Franklin Cotton Mills (Concord, N. C.), Pres. Gibson Mfg. Co. (Concord, N. C.), Pres. Cabarrus Mfg. Co. (Kannapolis, N. C.), Pres. Tuscarora Cotton Mills (Mount Pleasant, N. C.), Pres. Buck Creek Cotton Mill (Siluria, Ala.), Pres. Barringer Mfg. Co. (Rockwell, N. C.), Concord, N. C.
- Card, Byron F., Mgr. Fitzgerald Cotton Mills, Fitzgerald, Ga.
- Carhartt, Hamilton, Pres. Hamilton Carhartt Cotton Mills (Rock Hill, S. C.) Detroit, Mich.
- Carpenter, D. M., Pres. Providence Cotton Mills, Union Cotton Mills, Maiden, N. C.
- Carpenter, L. A., Sec. and Treas. Maiden Cotton Mills, Maiden, N. C.
- Carpenter, O. D., Sec. and Treas. Harden Mfg. Co., Worth, N. C.
- Carr, J. S. Jr., Pres. Durham Hosiery Mills (Durham, N. C., Chapel Hill, N. C., High Point, N. C., Goldsboro, N. C.) Durham, N. C.
- Carr, W. F., Sec. and Asst. Treas. Durham Hosiery Mills (Durham, N. C., Chapel Hill, N. C., High Point, N. C., Goldsboro, N. C.) Durham, N. C.
- Carrick, D. A., Treas. Sycamore Mills (Sycamore, Ala.), 65 Franklin Sts., Boston, Mass.
- Causey, Chas. W., Supt. Brogon Mills, Anderson, S. C.
- Chamberlain, Albert H., Treas. Arlington Mills, 78 Chauncy St., Boston, Mass.
- Chapman, James A., Pres. and Treas., Inman Mills, Inman, S. C.
- Chapman, Robert, Pres. and Treas. Marlboro Cotton Mills, McColl, S. C.
- Chappell, E., Agent Howard and Bullough American Machine Co., 814-815 Empire Bldg., Atlanta, Ga.
- Charles, T. I., Pres. and Treas. Conestee Mills, Greenville, S. C.
- Charles, Joel D., Sec. Conestee Mills, Greenville, S. C., R. F. D. No. 4, Conestee, S. C.
- Child, Charles S., Wilson & Bradbury, 217 Chestnut St., Philadelphia, Pa.
- Church, M. L., Treas. Capitola Mfg. Co., Marshall, N. C.
- Clark, H. C., Pres. Charlotte Supply Co., Charlotte, N. C.
- Clemence, E. N., Charlotte, N. C.
- Cleveland, W. C., Pres. and Treas. Brevard Cotton Mills (Brevard, N. C.) Greenville, S. C.
- Cloudman, J. D., Southern Agent Draper Co. (Hopedale, Mass.) Atlanta, Ga.
- Cluett, E. Harold, Treas. Cluett, Peabody & Co., Troy, N. Y.

- Cochran, R. A., Sec. and Treas. January & Wood Co., Maysville, Ky.  
Coker, C. W., Treas. Southern Novelty Co., Hartsville, S. C.  
Comer, Donald, Secretary Avondale Mills, Birmingham, Ala.  
Cone, Ceasar, Pres. Proximity Mfg. Co., White Oak Mills, Greensboro, N. C.  
Cooper, D. Y., Pres. Henderson Cotton Mills, Harriet Cotton Mills, Henderson, N. C.  
Corr, Col. P. H., Pres. Greenwich Bleachery Co. (East Greenwich, R. I.), Pres. Corr Mfg. Co. (Taunton, Mass.), Taunton, Mass.  
Cramer, Stuart W., Pres. Loray Mills (Gastonia, N. C.) Pres. Mayes Mfg. Co. (Maysworth, N. C.) Charlotte, N. C.  
Culberson, A. Jr., Supt. Dixie Cotton Mills, LaGrange, Ga.  
Crinkley, A., Treas. Harriman Cotton Mills, Harriman, Tenn.  
Danielson, A. Lockwood, Treas. Quinebaug Co. (Danielson, Conn.) Treas. Wauregan Co. (Wauregan, Conn.), Providence, R. I.  
Davis, Charles Warren, Pres. Davis Cotton Mills, Augusta, Ga.  
Deal, R. P., Gen. Mgr., Greensboro, N. C.  
Delgado Mills, T. R. Ames, Secretary, Wilmington, N. C.  
Douglass, J. E., Pres. and Mgr. The Pioneer Cotton Mills, Guthrie, Okla.  
Dover, J. R., Sec. and Treas. Ella Mfg. Co., Shelby, N. C.  
Draper, Arthur J., Pres. and Treas. Chadwick-Hoskins Co., Charlotte, N. C.  
Draper, Geo. A., Pres. Draper Co., Hopedale, Mass.  
Dresser, Henry C., Gen. Mgr. Lexington Mfg. Co. (Lexington, S. C.), Gen. Mgr. Valley Falls Mfg. Co. (Spartanburg, S. C.), Gen. Mgr. Saxe-Gotha Mills (Lexington, S. C.), Gen. Mgr. Palmetto Cotton Mills (Columbia, S. C.), Columbia, S. C.  
Duke, J. B., Room 664, 200 Fifth Ave., New York, N. Y.  
Duke, B. L., Pres. Commonwealth Mfg. Co., Durham, N. C.  
Duncan, Albert Greene, Treas. Chicopee Mfg. Co. (Chicopee Falls, Mass.), Treas. Harmony Mills (Cohoes, N. Y.), 77 Franklin Street, Boston, Mass.  
Dunn, F. C., Treas. Caswell Cotton Mills, Kinston, N. C.  
Dunn, George W., Purchasing Agent Lancaster Mills, Clinton, Mass.  
Dwelle, E. C., Sec. and Asst. Treas. Chadwick-Hoskins Co., Charlotte, N. C.  
Eddy, Jesse P., Sec. and Treas. Tillinghast Stiles Co., Providence, R. I.  
Elsas, Oscar, Vice-Pres. Fulton Bag & Cotton Mills, Atlanta, Ga.  
Enloe, H., Supt. The W. A. Handley Mfg. Co., Roanoke, Ala.  
Erwin, J. Locke, Pres. and Treas. Locke Cotton Mills Co., Concord, N. C.  
Erwin, W. A., Pres. The Durham Cotton Mfg. Co. (East Durham, N. C.), Pres. Alpine Cotton Mills (Morganton, N. C.), Pres.

- Oxford Cotton Mills (Oxford, N. C.), Treas. Erwin Cotton Mills Co., Mill No. 1. (West Durham, N. C.), Treas. Erwin Cotton Mills Co., Mill No. 2 (Duke, N. C.), Treas. Erwin Cotton Mills Co., Mill No. 3 (Cooleemee, N. C.), Buyer Pearl Cotton Mills (East Durham, N. C.), West Durham, N. C.
- Erwin, J. Harper, Sec. and Treas. Durham Cotton Mfg. Co., East Durham, N. C.
- Fairley, A. M., Supt. Scotland & Waverly Cotton Mills, Laurinburg, N. C.
- Fish, Charles H., 85 Devonshire St., Boston, Mass.
- Fite, James E., Treas. Krout & Fite Mfg. Co., Alleghany Ave. and Emerald Street, Philadelphia, Pa.
- Fitzgerald, H. R., Sec. and Treas. Riverside & Dan River Cotton Mills, Inc., Danville, Va.
- Flather, Frederick A., Sec. and Treas. Boot Mills, 79 Milk St., Boston, Mass.
- Fraker, Geo. W., Pres. Thread Mills Co., Nantucket Mills (Spray, N. C.), Gen. Mgr. German-American Mill (Draper, N. C.), Gen. Mgr. Lily Mills (Spray, N. C.), Gen. Mgr. Rhode Island Mills (Spray, N. C.), Spray, N. C.
- Fukuhara, H. H., Kanegafuchi Spinning Co., Hiogo, Japan.
- Forsyth, H. J., Supt. of Weaving, Hamilton Carhartt Cotton Mills Co., Rock Hill, S. C.
- Fyans, J. F., Fyans, Frazier & Blackway Co., Fall River, Mass.
- Garrard, Guy, Sec. and Treas. McIntosh Mills, Newnan, Ga.
- Garsed, E. T., Vice-Pres. Savona Manufacturing Co., Charlotte, N. C.
- Gary, E. Stanley, Vice-Pres. Gary Mfg. Co., Baltimore, Md.
- Gassaway, W. L., Pres.-Treas. Issaqueena Mills (Central, S. C.), Greenville, S. C.
- Geer, B. E., Pres.-Treas. Katrine Mfg. Co. (Fork Shoals, S. C.), Pres.-Treas. Judson Mills, Greenville, S. C.
- Giles, W. A., Supt. Graniteville Mfg. Co., Graniteville, S. C.
- Gilliland, C. L., Pres. Hope Mills Mfg. Co. (Hope Mills, N. C.), Treas. Aberfoyle Mfg. Co., Treas. Galey & Lord Mfg. Co., Chester, Pa.
- Glenn Lowry Mfg. Co., Whitmire, S. C.
- Gordon, Frederick B., Pres. Columbus Mfg. Co., Columbus, Ga.
- Gordon, C. B., Pres. Dominion Textile Co., Montreal, P. Q.
- Gorton, Charles H., U. S. Linen Co., Beloit, Wis.
- Gossett, B. B., Pres. and Treas. Riverside Mfg. Co. (Anderson, S. C.), Pres. and Treas. Toxaway Mills, Anderson, S. C.
- Gossett, J. P., Pres. and Treas. Brogon Mills (Anderson, S. C.), Pres. and Treas. Calhoun Mills (Calhoun Falls, S. C.), Pres. and Treas. Williamston Mills, Williamston, S. C.

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- Gregson, John C., Sec. and Treas. Hadley Peoples Mfg. Co., Siler  
City, N. C.
- Groves, L. F., Treas. Flint Mfg. Co., Gastonia, N. C.
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- Hall, E. A., Gen. Mgr. and Supt. Itasca Cotton Mfg. Co., Itasca, Texas.
- Hamilton, G. W., Pres. Crown Cotton Mills, Dalton, Ga.
- Hammett, Jas. D., Pres. and Treas. Anderson Cotton Mills (Anderson,  
S. C.), Pres. and Treas. Orr Cotton Mills (Anderson, S. C.), Pres.,  
and Treas. Chiquola Mfg. Co. (Honea Path, S. C.), Anderson,  
S. C.
- Hammond, A. H., Auditor Parker Cotton Mills Co., Greenville, S. C.
- Hamrick, Dr. W. C., Pres. and Treas. Hamrick Mills (Gaffney, S. C.),  
Sec. and Treas. Limestone Mills, Gaffney, S. C.
- Hanes, P. H. Jr., Treas. P. H. Hanes Knitting Co., Winston-Salem,  
N. C.
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- Heath, W. C., Pres. Monroe Cotton Mills, Monroe, N. C.
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- Hinckley, Geo. G., American Silk Spinning Co., Providence, R. I.
- Hiss, Geo. B., Pres. and Treas. Rhodhiss Mfg Co. (Rhodhiss, N. C.),  
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- Holt, Eugene, Mgr. Lawrence S. Holt & Sons (Burlington, N. C.), Mgr. Aurora Cotton Mills (Burlington, N. C.), Mgr. Gem Cotton Mills (Gibsonville, N. C.), Treas. Sevier Cotton Mills (Kings Mountain, N. C.), Burlington, N. C.
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- Johnson & Johnson, New Brunswick, N. J.
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- Jones, D. M., 2d. Vice-Pres. Armstrong Cotton Mills Co., Gastonia, N. C.

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- Moore, H. C., Supt. Magnolia Cotton Mills, Magnolia, Miss.
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- Moore, W. B., Pres. and Treas. Neely Mfg. Co., Yorkville, S. C.
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- Morehead, John M., Charlotte, N. C.
- Morgan, Clinton J., Asst. Treas. American Spinning Co., Greenville, S. C.
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- Mullen, Thos. W., Supt. Rosemary Mfg. Co., Roanoke Rapids, N. C.
- Munson, W. B. Jr., Treas. Dennison Cotton Mill Co., Dennison, Texas.
- Murphy, P. B., Pres. Newnan Cotton Mills, Newnan, Ga.
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- Norris, T. M., Pres. and Treas. Norris Cotton Mills, Catechee, S. C.
- Odenheimer, S., Pres. The Lane Mills, New Orleans, La.
- Odell, J. A., Pres. J. M. Odell Mfg. Co. Greensboro, N. C.
- Oliver, Sewall K., Supt. Columbia Mills Co. of Consolidated Cotton Duck Co. (Baltimore, Md.), Columbia, S. C.
- Parker, Walter E., Agent Pacific Mills, Lawrence, Mass.
- Patterson, John L., Manager Rosemary Mfg. Co., Roanoke Rapids, N. C.
- Patterson, J. Sanford, Pres. Leaksville Woolen Mills, Leaksville, N. C.



- Patterson, Samuel F., Treas. Roanoke Mills Co., Roanoke Rapids, N. C.  
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Andrews, Isaac, Pres. and Treas. Andrews Loom, Reed, Harness Works, Spartanburg, S. C.  
Arabol Mfg. Co., 100 William Street, New York, N. Y.  
Austin, James, Yarn Agency Agent, American Thread Co., 260 West Broadway, New York, N. Y.  
Ayers, Howard, Sec. China & Japan Trading Co., Ltd., 32 Burling Slip, New York, N. Y.  
Baldwin, J. A., Pres. Southern Industrial Institute, Charlotte, N. C.  
Ballou, H. D., Gen. Mgr. Macrodi Fibre Co., Woonsocket, R. I.  
Balthis, W. L., W. L. Balthis & Co., Gastonia, N. C.  
Barr, Walwin, Mgr. of Styling & Advertising, Renfrew Manufacturing Co., 35 Thomas Street, New York, N. Y.  
Barrett, J. B., Agent Franklin Process Co., 291 Promenade St., Providence, R. I.

- Barry, B. J., Manager A. D. Julliard & Co., New York, N. Y.  
Barry, J. H., Trav. Representative E. F. Houghton & Co., 240 Somerset St., Philadelphia, Pa.  
Beede, Hubert G., Gen. Supt. Fales & Jenks Machine Co., Pawtucket, R. I.  
Belcher, Ward C., Purchasing Agent Benjamin Moore & Co., 231 Front St., Brooklin, N. Y.  
Bellamy, J. M., Manager Thomsen Chemical Co., Baltimore, Md.  
Bennett, E. Howard, Wool & Cotton Reporter, Boston, Mass.  
Biberstein, R. C., Mill Engineer, Charlotte, N. C.  
Bidwell, C. B., American Audit Co., Atlanta, Ga.  
Bishop, Frederick H., Gen. Mgr. Universal Winding Co., Boston, Mass.  
Bogert, Theodore P., Sec. Manufacturers Mutual Fire Ins. Co., Providence, R. I.  
Bonner, P. R., Pres. Bonner & Barnwall, Inc., 111-113 Hudson Street, New York, N. Y.  
Boteler, E. S., Pres. G. K. Sheridan & Co., 39-41 Thomas St., New York, N. Y.  
Bowen, Amos, Treas. United States Ring Traveler Co., 92 Westfield St., Providence, R. I.  
Bradlee, A. T., Wm. Whitman & Co., Boston, Mass.  
Brenizer, A. G., Pres. Commercial National Bank, Charlotte, N. C.  
Brenner, A. H., Agent Geo. H. McFadden & Bro., Augusta, Ga.  
Brinckerhoff, M. V. B., Commission Merchant, 320 Broadway, New York, N. Y.  
Brownell, G. L., Station A, Worcester, Mass.  
Buck, Robert E., Arnold, Hoffman & Co., Greensboro, N. C.  
Burgoyne, Stephen C., Pres. and Gen. Mgr. Dunn Flyer Co., Boston, Mass.  
Butler, A. C., 232 Summer Street, Boston, Mass.  
Butterworth, Harry W., Sec. H. W. Butterworth & Co., Philadelphia, Pa.  
Buxton, G. T., Factory Insurance Association, Charlotte, N. C.  
Buzzell, O. A., J. H. Williams Co., Utica, N. Y.  
Byars, J. Cloyd, Southern Representative Spring Coal Co. (Boston, Mass.), Bristol, Va.-Tenn.  
Campbell, A. H., Member A. H. Campbell & Co., Memphis, Tenn.  
Campbell, Leon W., Woonsocket Machine & Press Co., Woonsocket, R. I.  
Cardwell, D., Asst. Gen. Freight Agent, Southern Ry., Columbia, S. C.  
Cary, Louis H., Cooper & Griffin, Inc., Greenville, S. C.  
Carter, G. N., Salesman, I. B. Williams & Sons, Dover, N. H.  
Carter, W. W., Treas. Fiske-Carter Construction Co., Worcester, Mass.  
Cary, Samuel B., Castner, Curran & Bullit, Roanoke, Va.

- Chadwick, George Bradford, Cotton Yarn Broker, Providence, R. I.  
Chase, Frédéric A., Treas. National Ring Traveler Co., Providence, R. I.  
Cheesman, J. E., Gen. Mgr. Empire Duplex Gin Co., 68 William St.,  
New York, N. Y.  
Christie, Robert, Vice-Pres. China & Japan Trading Co., Ltd., 32  
Burling Slip, New York, N. Y.  
Clark, W. A. G., Textile Expert, Tariff Board, Washington, D. C.  
Coffin, Melvin H., Salesman Leigh & Butler, 232 Summer St., Boston,  
Mass.  
Comins, Frank B., American Moistening Co., 120 Franklin St., Boston,  
Mass.  
Cone, Edward K., Pres. New York Cotton Exchange, 62 Beaver St.,  
New York, N. Y.  
Constable, Thos. M., Southern Representative Catlin & Co., Charlotte,  
N. C.  
Conway, John F., 21 West Houston Street, New York, N. Y.  
Conway, J. W., General Fire Extinguisher Co., Charlotte, N. C.  
Cooke, W. C., Cotton Dealer, Spartanburg, S. C.  
Cooks, Adam Sons, Owners Albany Grease, 313 West St., New York,  
N. Y.  
Cooper, James A., Whittin Machine Works, Whittinsville, Mass.  
Cothran, J. S., Charlotte, N. C.  
Cotton Publishing Co., Atlanta, Ga.  
Crump, F. M. & Co., Cotton Merchants, 14 S. Front St., Memphis,  
Tenn.  
Curran, Jas. M., A. D. Julliard & Co., New York, N. Y.  
Cutter, J. H., Cutter & Co., Charlotte, N. C.  
Dabbs, John L., Sou. Rep. A. Klipstein & Co., Charlotte, N. C.  
Dabbs, B. R., Trav. Salesman, Vacuum Dyeing Machine Co., Box 405,  
Charlotte, N. C.  
Dalton, R. I., Salesman Stuart W. Cramer, Charlotte, N. C.  
Davis, Rogers W., Sou. Rep. Saco-Lowell Shops, Charlotte, N. C.  
Pa.  
Detwilder, H. A., Valvoline Oil Co., 4001 No. 5th St., Philadelphia, Pa.  
Dangerfield, J. Haigh, Gen'l Mgr. Gusten Cotton Yarn Co., Philadelphia,  
Pa.  
Davison, Harold M., Vice-Pres., Davison Publishing Co., 407 Broad-  
way, New York, N. Y.  
Deems, Theodore B., Broker, Atwood, Violet & Co., 20 Broad St.,  
New York, N. Y.  
D'Olier, Franklin W., Franklin D'Olier & Co., 3d & Chestnut Sts.,  
Philadelphia, Pa.  
Dickson, L. C., Cotton Yarn Commission Merchant, Charlotte, N. C.

- Dickson, Charles H., Journal of Commerce & Commercial Bulletin, New York, N. Y.
- Dixon, Ezra, Dixon Saddle Co., Bristol, R. I.
- Doggett, L. S., Treas. Putnam Hooker Co., Cincinnati, Ohio.
- Dommerick, L. F., 57 Green Street, New York, N. Y.
- Dowd, W. C., American Textile Manufacturer, Charlotte, N. C.
- Dunning, Chas. A., Wm. D. Dunning Alexander Iron Works, Syracuse, N. Y.
- Easton, Fred W., Treas. Easton & Burnham Machine Co., Pawtucket, R. I.
- Embury & Maury, Cotton Merchants, Memphis, Tenn.
- Emerson, Cherry, Textile Dept., Westinghouse Electric & Mfg. Co., American Building, Charlotte, N. C.
- Escott, A. E., Sec. and Treas. The Mill News, Charlotte, N. C.
- Evans, W. E., Mgr. Cotton Dept. The Linen Thread Co., 96 and 98 Franklin Street, New York, N. Y.
- Evans, Wm. H., C. E. Riley Co., 73 Leonard St., New York, N. Y.
- Erhard, George P., Vice-Pres. and Treas. Stafford Co., Readville, Mass.
- Etherington, Burton, Franklin D'Olier & Co., Philadelphia, Pa.
- Fearing, Wm. I., Mgr. Yarn Dept., Fearing, Whitin & Co., 655 Atlantic Ave., Boston, Mass.
- Ferrall, Charles C., Pres. Farnsworth-Evans Co., Memphis, Tenn.
- Firth, William, Pres. William Firth Co., 120 Franklin St., Boston, Mass.
- Fleming Arthur I., Catlin & Co., 206 Chestnut St., Philadelphia, Pa.
- Foote, Chas. D., Morristown, N. J.
- Ford, The J. B. Co., Wyandotte, Mich.
- Ford, B. B., B. B. Ford & Co., Macon, Ga.
- Fowler, E. T., Gen. Mgr. Foster Machine Co., Westfield, Mass.
- Fox, John A., Secretary-Manager Mississippi River Levee Association, Memphis, Tenn.
- Frankfurter, Paul, Broker, Miller & Co., New York, N. Y.
- Freeman, Arthur C., Representative H. W. Butterworth & Sons Co., York and Cedar Sts., Philadelphia, Pa.
- Freeman, Charles D., New York Cotton Exchange, New York, N. Y.
- Gardner, Howard I., Cotton Yarn & Cloth Broker, E. F. Child Co., Providence, R. I.
- Garland, H. P., Garland Mfg. Co., Saco, Maine.
- Geran, Carroll V., Cotton Commission, N. Y. Cotton Exchange, New York, N. Y.
- Gerry, Roland, Asst. Gen. Sales Agent Jones & Laughlin Steel Co., Pittsburg, Pa.

- Gilfillin, D., Rep. Howard & Bullough, 815 Empire Bldg., Atlanta, Ga.  
Gilky, Pyram L., Albert Ivins Croll, Philadelphia, Pa.  
Gilreath, W. A., Cotton Dealer, W. A. Gilreath & Co., Greenville, S. C.  
Glenn, R. W., Representative A. Klipstein & Co., Greensboro, N. C.  
Glynn, Martin P., Cannon Mills, Philadelphia, Pa.  
Green, L. E., Saleman Cassella Color Co., Charlotte, N. C.  
Guion, Vivian Q., Sou. Rep. Corn Products Refining Co., Greenville, S. C.  
Gwathmey, J. Temple, Cotton Merchant, 3 South William St., New York, N. Y.
- Haneman, Edward L., Cotton Commission, 27 Cotton Exchange Bldg., New York, N. Y.  
Haas, Dr. Jos. C., Demonstrator, E. F. Houghton & Co., 3d, American and Somerset Sts., Philadelphia, Pa.  
Hackstaff, F. W., The American Mfg. Co., 65 Wall St., New York, N. Y.  
Hall, W. H., Gardiner Hall Jr. & Co., Willington, Conn.  
Handy, Forrest B., 302 Mariner and Merchant Building, Philadelphia, Pa.  
Harris, Arthur W., Sou. Mgr. American Warp Drawing Machine Co., 517 Hurt Building, Atlanta, Ga.  
Harvey, William S., Pres. Philadelphia Commercial Museum, 119 S. 4th St., Philadelphia, Pa.  
Hatch, T. E., Commission Merchant, 164 Federal St., Boston, Mass.  
Hathaway, W. B., Universal Winding Co., Box 764, Charlotte, N. C.  
Hathaway, Edgar F., American Warp Drawing Machine Co., 289 A. St., Boston, Mass.  
Hazlewood, W. P., Profile Cotton Mills, Jacksonville, Ala.  
Heath, M. C., Columbia, S. C.  
Heineman, Moses, Cotton Goods Broker, M. Heineman & Co., 247 Church St., New York, N. Y.  
Herx, Chas. O., Herx & Eddy, 113 Worth St., New York, N. Y.  
Hill, John C., S. H. P. Pell & Co., 43 Exchange Place, New York, N. Y.  
Hoadley, Fred M., Pres. The Hydraulic Properties Co., 60 Broadway, New York, N. Y.  
Hodge, William B., Stuart W. Cramer, Charlotte, N. C.  
Hoffman, Miles P., Yarn Commission Merchant, 418-419 Mariner and Merchant Building, Philadelphia, Pa.  
Hooker, K. R., 1st. Vice-Pres. The Putnam-Hooker Co., 101 East Third St., Cincinnati, Ohio.  
Horner, J. W., Salesman W. H. Bigelow, Agent Card Clothing, Charlotte, N. C.  
Houghton, L. T., Manufacturer of Metal Thread Boards, Worcester, Mass.



- Houser, Fred, Secretary Atlanta Convention Bureau, Atlanta, Ga.  
Howard, A. H., Howard Bros. Mfg. Co., Worcester, Mass.  
Howe, C. R., Salesman, Crompton & Knowles Loom Works, Providence, R. I.  
Howe, Frederic W., Manager Providence Works, Crompton & Knowles Loom Works, Providence, R. I.  
Hubbard, W. Hustace, Cotton Merchant, Hubbard Bros., 66 Beaver Street, New York, N. Y.  
Hubbard, Samuel T., Hubbard Bros., New York, N. Y.  
Hutton & Bourbonnais, Manufacturers of Boxes, Hickory, N. C.  
Hyde, Edward S., Edward S. Hyde, 226 Chestnut St., Philadelphia, Pa.  
Jackson, Frederic, Representative Universal Winding Co., Box 764, Charlotte, N. C.  
Jenks, Robert R., Fales & Jenks Machine Co., Pawtucket, R. I.  
Jenkins, E. W., Geo. W. Chopin, Philadelphia, Pa.  
Johnson, Chas. E., Pres. Carolina Power & Light Co., and Yadkin River Power Co., Raleigh, N. C.  
Johnson, Wm. C., Cotton Yarn Commission, Johnson & Walker, 27 Exchange St., Providence, R. I.  
Jones, Adam W., Sales Manager International Steam Pump Co., Atlanta, Ga.  
Jones, Hugh McK., Robt. McK. Jones & Co., St. Louis, Mo.  
Judson, Wm. H., Cotton Commission, Judson & Co., 26 Broadway, New York, N. Y.  
Kasefang, Charles, Faulkner, Page & Co., New York, N. Y.  
Keeler, L. M., Whitin Machine Works, 312 Marlboro St., Boston, Mass.  
Keever, A. S., The Keever Bros. Co., Fulton Street, New York, N. Y.  
Kendrick, W. M., Southern Representative A. W. Harris Oil Co. (Providence, R. I.), Mayfield, Ga.  
Kendrick, John E., Pres. American Supply Co., Providence, R. I.  
Kennedy, J. J., Engineer, 52 Broadway, New York, N. Y.  
Kenny, Frank B., T. C. Entwistle Co., Lowell, Mass.  
Kepner, J. B., Pres. The J. B. Kepner Co., 200 South Ave., New York, N. Y.  
King, William V., Supt. New York Cotton Exchange, New York, N. Y.  
Klinck, J. H., Manager I. & P. Division, Westinghouse Electric & Mfg. Co., American Building, Charlotte, N. C.  
Klipstein, E. C., Treas. A. Klipstein & Co., New York, N. Y.  
Kraus, J. L., Miller & Co., New York, N. Y.  
Lacey, H. B., Walker Bros. & Co., 211 Camp St., New Orleans, La.  
Lamb, Jas. H., Publisher, Boston, Mass.  
Landau, A. K., Treas. Kohlmann Cotton Mill & Mfg. Co., New Orleans, La.

- Latta, A. W., General Electric Co., Charlotte, N. C.  
Leigh, E. A., 232 Summer St., Boston, Mass.  
Leslie, James, Pro. Loom Reed & Harness Co., Charlotte, N. C.  
Lincoln, J. T., Kilburn, Lincoln & Co., Fall River, Mass.  
Linkroum, Leonard C., Member Paulson, Linkroum & Co., 87 Leonard St., New York, N. Y.  
Loomis, Laurus, Catlin & Co., New York, N. Y.  
McBee, Wm. B., Pres. Blackstone Mutual Fire Ins. Co., 802 Banigan Bldg., Providence, R. I.  
McElroy, Hugh F., Cotton Commission, McElroy & Keplinger, 8 Cotton Exchange Bldg., New York, N. Y.  
McFadden, Geo. H. & Bro., Philadelphia, Pa.  
McKinney, Andrew, Broker, 38 Wall Street, New York, N. Y.  
McMahon, P. L., Treas. Textile Mill Supply Co., Charlotte, N. C.  
MacNider, G. M., Sales Rep. National Starch Co., Greenville, S. C.  
MacIntosh, R. M., L. H. A. Schwartz & Co., 141 Milk Street, Boston, Mass.  
MacLea, R. K., 79-81 Worth Street, New York, N. Y.  
MacRae, Cameron, Sou. Rep. Arabol Mfg. Co., Charlotte, N. C.  
Marsh, Edward D., Cotton Commission, Post & Flag, 38 Wall St., New York, N. Y.  
Marston, J. P., Danker & Marston, 247 Atlantic Ave., Boston, Mass.  
Main, Charles T., 201 Devonshire St., Boston, Mass.  
Maxwell, James H., Sou. Rep. The Keever Starch Co., P. O. Box 615, Greenville, S. C.  
Mellor, Normon, Prop. Arguto Oilless Bearing Co., Wayne Junction, Philadelphia, Pa.  
Meyer, Charles A., Textile Commission Co., 73 Worth St., New York, N. Y.  
Miller, Gardner H., Member Hopkins, Dwight & Co., 50 Cotton Exchange, New York, N. Y.  
Mitchell, William, Cotton Commission, Gwathmey & Co., 20 Exchange Place, New York, N. Y.  
Mitchell, Geo. B., Jones & Laughlin Steel Co., Pittsburg, Pa.  
Mitchell, J. Y. S., Traveling Freight Agent, Merchants & Miners Trans. Co., Norfolk, Va.  
Mitchell, J. R., Pres. Mitchell & Bissell Co., 227 Fulton St., New York, N. Y.  
Matos, Dr. Louis J., Chemical Engineer, Cassella Color Co., 182 Front St., New York, N. Y.  
Moore, Charles B., Manager Knowles Steam Pump Works, Boston, Mass.  
Moss, R. Lockwood, Sou. Rep. Detroit Graphite Co., Atlanta, Ga.

- Moss, Frederick, Owen, Holland & Webb, 495 Broome St., New York, N. Y.
- Moulson, George D., Broker, Cotton Exchange Bldg., New York, N. Y.
- Muller, L. P., Muller, Riddle & Co., 206 Chestnut St., Philadelphia, Pa.
- Murphy, Louis Edward, Asst. Mgr. E. F. Houghton & Co., 3d, American and Somerset St., Philadelphia, Pa.
- Murrill, H. A., Pres. and Treas. Queen City Printing & Paper Co., Charlotte, N. C.
- Newburger, Samuel, Newburger & Levy, Vicksburg, Miss.
- Newburger Cotton Co., 60 Front Street, Memphis, Tenn.
- Newman, H. B., Cotton Commission, Newburger, Worms & Newman, 25 Broad St., New York, N. Y.
- Nichols, George, Minot, Hooper & Co., 11 Thomas St., New York, N. Y.
- Noone, Albert W., Joseph Noone & Sons, Petersboro, N. H.
- Norden, Adolph E., Cotton Commission, A. Norden & Co., 11-15 Cotton Exchange Bldg., New York, N. Y.
- North, Frank G., Barber, Colman & Co., 403 English American Bldg., Atlanta, Ga.
- Parker, Bedell, Parker & Firm, Union Square, New York, N. Y.
- Peabody, D. W., General Electric Co., Empire Bldg., Atlanta, Ga.
- Pearsall, Leigh M., Broker, 11 William St., New York, N. Y.
- Peirce, Charles W., Universal Winding Co., Box 764, Charlotte, N. C.
- Pennal, E. C., Manager Yarn Dept., James F. White & Co., 56 Worth Street, New York, N. Y.
- Perry, Frank B., 53 Stearns Street, Newton Centre, Mass.
- Philips, Henry L., Manager Factory Insurance Association, Hartford, Conn.
- Phillips, M. A. Jr., H. F. Bachman & Co., 14 Wall St., New York, N. Y.
- Poor, J. Harper, Amory Brown & Co., New York, N. Y.
- Porcher, W. H., Stuart W. Cramer, Charlotte, N. C.
- Potter, James C., Pres. Potter & Johnson Machine Co., Pawtucket, R. I.
- Prott, W. B., Salesman W. H. Bigelow, Agent, Charlotte, N. C.
- Price, Theodore H., 24 South William Street, New York, N. Y.
- Putnam-Hooker Co., Commission Merchants, Cincinnati, Ohio.
- Quilhot, William K., S. Quilhot & Son, Amsterdam, N. Y.
- Rau, Albert, 72 Leonard Street, New York, N. Y.
- Ray, Edward C., Commission Merchant, Collins, Ray & Co., 27-29 Thomas St., New York, N. Y.
- Ray, William, William Ray & Co., Cotton Exchange Bldg., New York, N. Y.
- Reeves, R. E., Vice-Pres. Hunter Manufacturing & Commission Co., 58-60 Worth Street, New York, N. Y.

- Reeves, M. R., Hunter Mfg. & Com. Co., 66 Leonard St., New York, N. Y.
- Reid, E. S., Franklin D'Olier & Co., Charlotte, N. C.
- Regan, John, Salesman Crompton & Knowles Loom Works, Charlotte, N. C.
- Reinhardt, Alfred, Cotton Merchant, Alfred Reinhart & Co., Alexandria, Egypt.
- Revere, C. T., Cotton Commission, Dick Bros. & Co., 30 Broad St., New York, N. Y.
- Rice, Bruce L., New York Cotton Exchange, New York, N. Y.
- Richards, M. V., Land & Industrial Agent, Southern Railway, Washington, D. C.
- Richardson, E. R., Asst. Treas. Howard & Bullough, American Machine Co., Pawtucket, R. I.
- Riordan, James, Cotton Commission, New York Cotton Exchange, New York, N. Y.
- Roberts, Harry S., Sales Agent General Electric Co., Atlanta, Ga.
- Roberts, Malcolm, Stevens, Sanford, Cushman & Jordan, 83 Leonard St., New York, N. Y.
- Robie, Henry B., Cotton Yarn Broker, 346 Broadway, New York, N. Y.
- Rooney, E. H., Whitin Machine Works, Whitinsville, Mass.
- Rose, John M., Rose Bros., Charlotte, N. C.
- Rountree, R. H. & Co., Cotton Exchange, New York, N. Y.
- Royce, Henry H., Broker, Royce & Co., 55 Cotton Exchange Building, New York, N. Y.
- Rupprecht, F. K., Converse & Co., 78-81 Worth St., New York, N. Y.
- Rudderrow, Morris W., American Pulley Co., Philadelphia, Pa.
- Rusden, E. A., Vice-Pres. Textile Finishing Machinery Co., Providence, R. I.
- Russell, S. Jr., Philadelphia Manager, Crocker-Wheeler Co., North American Bldg., Philadelphia, Pa.
- Schell, Taylor & Longstreth, Commission Merchants, 230 Chestnut Street, Philadelphia, Pa.
- Schill, William, Broker, New York Cotton Exchange, New York, N. Y.
- Schoolfield, J. H., Southern Representative, Wm. Whitman & Co., Charlotte, N. C.
- Schott, John, John W. Fries, Charlotte, N. C.
- Scott, Henry L., Henry L. Scott & Co., Providence, R. I.
- Scott, Albert L., Lockwood, Greene & Co., 93 Federal St., Boston, Mass.
- Searing, Henry, Louis Siegbert & Bro., 72 Leonard St., New York, N. Y.
- Sellers, Alexander, Vice-Pres. William Sellers & Co., Inc., 1600 Hamilton Street, Philadelphia, Pa.

- Sharples, Walter M. Jr., W. M. & F. W. Sharples, 123 Chestnut St., Philadelphia, Pa.
- Sheldon, Arthur N., F. P. Sheldon & Son, Providence, R. I.
- Shaw, Phillip M., Broker, 15 William Street, New York, N. Y.
- Shutt, Geo. M., Cotton Commission, Geo. M. Shutt & Co., 66-70 Beaver St., New York, N. Y.
- Siedenburg, Reinhard Jr., Cotton Commission, Reinhard Siedenburg & Co., 75 Cotton Exchange Bldg., New York, N. Y.
- Siedenburg, Theo., Broker, Cotton Exchange Bldg., New York, N. Y.
- Siegbert, Julius, Louis Siebert & Bro., 114 Greene St., New York, N. Y.
- Sirrene, J. E., Mill Engineer, Greenville, S. C.
- Sirrene, Wm. G., Pres. Security Storage Co., Greenville, S. C.
- Slocum, Charles P., Salesman Corn Products Refining Co., 131 State Street, Boston, Mass.
- Smith, Elijah P., Woodward, Baldwin & Co., 43 and 45 Worth Street, New York, N. Y.
- Smith, A. G., Sou. Rep. National Starch Co., Greenville, S. C.
- Sorrells, Charles J., Cotton Commission, Heineken & Vogelsang, Coffee Exchange Bldg., New York, N. Y.
- Spencer, J. H., Manager Barber-Colman Co., Greenville, S. C.
- Springs & Co., New York Cotton Exchange, New York, N. Y.
- Sprunt, Alexander & Son, Cotton Exporters, Wilmington, N. C.
- St. Amant, George W., Mohr & Fenderl, 84 State St., Boston, Mass.
- St. Onge, Amasa, The Brown-St. Onge Co., Providence, R. I.
- Steel, Philip S., W. M. & F. W. Sharples, Philadelphia, Pa.
- Steele, S. H., Textile Manufacturers Journal, 377 Broadway, N. Y.
- Stevens, J. P., J. P. Stevens & Co., 23 Thomas St., New York, N. Y.
- Strang, James, Selling Agent Saco-Lowell Shops, Boston, Mass.
- Street, John F., John F. Street & Co., Providence, R. I.
- Striplin, W. D., Manager, Striplin Cotton Co., Corinth, Miss.
- Suffern, Robert A., Member Suffern & Suffern, 96 Wall St., New York, N. Y.
- Sullivan, P. C., Selling Agent, The Metallic Drawing Roll Co., Indian Orchard, Mass.
- Switzer, Edward T., Special Representative Aberfoyle Manufacturing Co., 310 LaFayette Bldg., Philadelphia, Pa.
- Tannahill, Edmund D., Paulson, Linkroum & Co., New York, N. Y.
- Taylor, Anthony W., Cotton Yarns, Henry W. Taylor's Sons, Mariner and Merchants Bldg., Philadelphia, Pa.
- Tennent, E. S., Dealer in Mill Supplies, Spartanburg, S. C.
- Thomas, Richard D., Sou. Agent, Jos. Sykes & Bros., Charlotte, N. C.
- Thompson, W. P., Salesman Textile Finishing Machinery Co., Providence, R. I.

- Thompson, Robt. L., Manager The Consolidated Co., Spray, N. C.  
Thorpe, J. Henry, Sales Agent U. S. Bobbin & Shuttle Co., Providence, R. I.  
Tracey, John N., Yarn Broker, 222 Mariner and Merchants Bldg., Philadelphia, Pa.  
Traywick, H. H., Chief Clerk, Asst. Gen. Freight Agent, Atlanta & West Point R. R. Co., Atlanta, Ga.  
Tiedeman, Irwin B., Mgr., 72 Leonard St., New York, N. Y.  
Tolar, John R., Tolar & Hart, 88 Leonard St., New York, N. Y.  
Tuley, E. J., Kalle & Co., 88 Broad St., Boston, Mass.  
Turner, John S., Birmingham, Ala.  
Turpin, E. S., Manager Richmond Office, Chesapeake & Ohio Coal Agency Co., Richmond, Va.  
Wade, John W., Pres. Howell Cotton Co., Birmingham, Ala.  
Wakefield, C. A., Selling Agent, Saco-Lowell Shops, Biddeford, Maine.  
Walcott, George, 2d Vice-Pres. Hunter Manufacturing & Comm. Co., 58-60 Worth Street, New York, N. Y.  
Walden, E. B., General Sales Manager, Corn Products Refining Co., 26 Broadway, New York, N. Y.  
Walker, Robert J., Berline Aniline Works, Charlotte, N. C.  
Walker, J. Townsend, Cotton Yarn Commission, Johnson & Walker, 27 Exchange St., Providence, R. I.  
Wallworth, J. F., J. Walworth's Sons, 32 North Front St., Philadelphia, Pa.  
Washburn, U. S., A. H. Washburn, Charlotte, N. C.  
Waters, Spencer, New York Cotton Exchange, New York, N. Y.  
Webb, C. S., Cotton Broker, Webb & Co., Greenville, S. C.  
Weld, Edward M., Stephen M. Weld & Co., New York, N. Y.  
West, Alexander S., Salesman Rice's Mill White, 12 Dudley St., Providence, R. I.  
West, James A. Jr., Traveling Salesman, Carolina Supply Co., Greenville, S. C.  
Whitaker, J. D., Boston, Mass.  
Whitman, C. & Co., 39 Leonard St., New York, N. Y.  
Whitman, Malcolm D., Vice-Pres. Wm. Whitman & Co., Inc., 25 Madison Ave., New York, N. Y.  
Whitridge, Morris, Whitridge, White & Co., 10 South St., Baltimore, Md.  
Widger, Samuel S., Catlin & Co., Boston, Mass.  
Willard, W. H., Salesman Cassella Color Co., Box 26, Greensboro, N. C.  
Williams, John S., Williams, Smithwick & Co., Memphis, Tenn.  
Wilson, Geo. H., Treas. U. S. Bobbin & Shuttle Co., Providence, R. I.

Wilson, G. Howard, Broker, 31 Cotton Exchange Bldg., New York, N. Y.

Wilson, J. L., J. L. Wilson & Co., Philadelphia, Pa.

Woodfin, H. K., Trav. Freight Agent Clyde S. S. Co., Richmond, Va.

Woodruff, Henry G., Commission Merchant, Wilmerding, Morris & Mitchell, 374 Broadway, New York, N. Y.

Wray, Rush T., DeHaven Mfg. Co., Charlotte, N. C.

Wylie, W. H. Jr., Sales Agent General Electric Co., Charlotte, N. C.

Young, Charles C., 117 Hudson St., P. O. Box 2162, New York, N. Y.

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### ALABAMA

#### ACTIVE

Ball, Wallace L., Agent, Tallassee Falls Mfg. Co., Tallassee, Ala.  
Bradley, Joseph J., Agent, Merrimack Mfg. Co., Huntsville, Ala.  
Comer, Donald, Sec. Avondale Mills, Birmingham, Ala.  
Enloe, H., Supt. The W. A. Handley Mfg. Co., Roanoke, Ala.  
Greenleaf, W. I., Vice-Pres. and Sec. Profile Cotton Mills, Jacksonville, Ala.  
Jones, P. R., Sec. and Treas. Cherry Cotton Mills, Florence, Ala.  
McCall, M. M., Pres. and Treas. Opelika Cotton Mills, Opelika, Ala.  
Maxwell, Scott, Agent Indian Head Mills of Alabama, Cordova, Ala.  
Pickard, W. B., Supt. Indian Head Mills of Alabama, Cordova, Ala.  
Ray, H. C., Pres. Stevenson Cotton Mills, Stevenson, Ala.  
Rennie, T. H., Pres. The Pell City Mfg. Co., Pell City, Ala.  
Rountree, J. A., Gen. Mgr. Barker Cotton Mills Co., Mobile, Ala.  
Taylor, Val, Sec. and Treas. Ellawhite Cotton Mills, Ellawhite, Ala.  
Wilkinson, C. S., Agent Dwight Mfg. Co., Alabama City, Ala.

### CONNECTICUT

#### ACTIVE

Atwood, J. Arthur, Wauregan Co. and Quinebaugh Co., Wauregan, Conn.

### GEORGIA

#### ACTIVE

Callaway, Fuller E., Pres. Manchester Cotton Mills (Manchester Ga.),  
Pres. Milstead Mfg. Co. (Milstead, Ga.), Treas. Elm City Cotton  
Mills (LaGrange, Ga.), Treas. Unity Cotton Mills (LaGrange, Ga.),  
Treas. Unity Spinning Co. (LaGrange, Ga.), LaGrange, Ga.  
Chappell, E., Agent Howard & Bullough Machine Co., 814-815 Empire  
Bldg., Atlanta, Ga.  
Cloudman, J. D., Southern Agent Draper Co. (Hopedale, Mass.), At-  
lanta, Ga.  
Culberson, A., Jr., Supt. Dixie Cotton Mills, LaGrange, Ga.  
Davis, Charles Warren, Pres. Davis Cotton Mills, Augusta, Ga.  
Elsas, Oscar, Vice-Pres. Fulton Bag & Cotton Mills, Atlanta, Ga.  
Garrard, Guy, Sec. and Treas. McIntosh Mills, Newnan, Ga.  
Gordon, Frederick B., Pres. Columbus Mfg. Co., Columbus, Ga.  
Hamilton, G. W., Pres. Crown Cotton Mills, Dalton, Ga.



- Harbin, T. W., Echota Cotton Mills, Calhoun, Ga.  
 Hickman, T. I., Pres. and Treas. Graniteville Mfg. Co. (Graniteville, S. C.), Augusta, Ga.  
 Jennings, J. T., Jennings & Bryant, Agents, Geo. H. McFadden & Bro., Atlanta, Ga.  
 Johnson, Allen F., Pres. Exposition Cotton Mills, Drawer 1679, Atlanta, Ga.  
 Jones, R. T., Pres. and Treas., Canton Cotton Mills, Canton, Ga.  
 King, Clyde L., Pres. Georgia Cotton Mills, Atlanta, Ga.  
 King, James N., Pres. and Treas., Floyd Cotton Mills, Rome, Ga.  
 Lanier, Geo. H., Vice-Pres. and Gen. Mgr. Lanett Cotton Mills, West Point, Ga.  
 Lynch, George T., Supt. Enterprise Mfg. Co., Augusta, Ga.  
 McLin, C. E., Sec. and Treas. Anchor Duch Mills, Rome, Ga.  
 Mandeville, J. A., Division Mgr. Cotton Mill Division, Mandeville Mills, Carrollton, Ga.  
 Marshall, Wm. Andley, Supt. Massachusetts Mills in Georgia, Lindale, Ga.  
 Meikleham, Henry B., Agent Massachusetts Mills in Georgia, Lindale, Ga.  
 Montgomery, E., Supt. Summerville Cotton Mills, Summerville, Ga.  
 Moss, John D., Pres. Athens Mfg. Co., Athens, Ga.  
 Murphy, P. B., Pres. Newnan Cotton Mills, Newnan, Ga.  
 Raworth, T. S., Pres. and Treas. The Sibley Mfg. Co., Augusta, Ga.  
 Rigby, Walter, Supt. Bibb Mfg. C., Columbus, Ga.  
 Scott, G. B., Pres. Scottdale Mills, Scottdale, Ga.  
 Spain, J. W., Pres. Atlantic and Gulf Mills, Quitman, Ga.  
 Spofford, Geo. E., Receiver Aiken Mfg. Co., Seminole Mfg. Co., Langley Mfg. Co., Augusta, Ga.  
 Stearns, Geo., Pres. and Treas. Riverside Mills, Augusta, Ga.  
 Tift, H. H., Pres. Tifton Cotton Mills, Tifton, Ga.  
 Turner, Wm. H., Jr., Hoganville Mfg. Co., Hoganville, Ga.  
 Whittier, W. R. B., Treas. Whittier Mills, Chattahoochee, Ga.

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## INDIANA

### ACTIVE

- Rodman, Lee, Vice-Pres. Indiana Cotton Mills, Cannelton, Ind.  
 Smith, Geo. P., Supt. Indiana Cotton Mills, Cannelton, Ind.

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## KENTUCKY

### ACTIVE

- Cochran, R. A., Sec. and Treas. January & Wood Co., Maysville, Ky.  
 Marrs, Paul J., Sec. and Treas. Henderson Cotton Mills, Henderson, Ky.

## LOUISIANA

## ACTIVE

McLellan, A. W., Pres. Alden Mills, New Orleans, La.  
Odenheimer, S., Pres. The Lane Mills, New Orleans, La.

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## MARYLAND

## ACTIVE

Gary, E. Stanley, Vice-Pres. Gary Mfg. Co., Baltimore, Md.  
Hooper, Wm. E., Pres. Wm. E. Hooper & Sons Co., Baltimore, Md.  
Payne, Geo. F., Supt. Mt. Vernon Woodberry Cotton Duck Co., Baltimore, Md.

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## MASSACHUSETTS

## ACTIVE

Amory, Harcourt, Treas. Lancaster Mills (Clinton, Mass.), Treas. Indian Head Mills of Alabama (Cordova, Ala.), Post Office Box 1302, Boston, Mass.  
Ashworth, Henry, Card Clothing Co., Fall River, Mass.  
Bemis, Albert F., Pres. Jackson Fibre Co. (Bemis, Tenn.), Pres. Bemis Bro. Bag Co., P. O. Box 5173, Boston, Mass.  
Borden, Chas. N., Treas. Richard Borden Mfg. Co., Fall River, Mass.  
Carrick, D. A., Treas. Sycamore Mills (Sycamore, Ala.), 65 Franklin Street, Boston, Mass.  
Chamberlain, Albert H., Treas. Arlington Mills, 78 Chauncey St., Boston, Mass.  
Corr, Col. P. H., Pres. Greenwich Bleachery Co. (East Greenwich, R. I.), Pres. Corr Mfg. Co. (Taunton, Mass.), Taunton, Mass.  
Draper, Geo. A., Pres. Draper Co., Hopedale, Mass.  
Duncan, Albert Greene, Treas. Chicopee Mfg. Co. (Chicopee Falls, Mass.), Treas. Harmony Mills (Cohoes, N. Y.), 77 Franklin St., Boston, Mass.  
Dunn, George W., Purchasing Agent, Lancaster Mills, Clinton, Mass.  
Fish, Charles H., 85 Devonshire St., Boston, Mass.  
Flather, Frederick A., Sec. and Treas. Boot Mills, 79 Milk Street, Boston, Mass.  
Fyans, J. F., Fyans, Frazier & Blackway Co., Fall River, Mass.  
Grant, George P., Jr., Treas. Grant Yarn Co., Fitchburg, Mass.  
Greene, Edwin Farnhan, Treas. Pacific Mills (Lawrence, Mass.), 70 Kilby Street, Boston, Mass.  
Hartshorne, Wm. D., 40 Pleasant Street, Methuen, Mass.  
Hobbs, Franklin W., Pres. Arlington Mills, Boston, Mass.

- Holmes, Charles M., Treas. and Agent Holmes Mfg. Co., New Bedford, Mass.
- Jamieson, Joseph B., Pres. Yale Knitting Co., 77 Summer St., Boston, Mass.
- Langshaw, Walter H., Pres. and Agent, Dartmouth Mfg. Corp., New Bedford, Mass.
- Lowe, Arthur H., Pres. Parkhill Mfg. Co. (Huntsville, Ala.), Pres. Lowe Mfg. Co., Fitchburg, Mass.
- Lowe, Russell B., Asst. Treas. Parkhill Mfg. Co., Fitchburg, Mass.
- Luther, Charles B., Treas. Luther Mfg. Co., Fall River, Mass.
- Macy, Fred B., Treas. Soule Mill, New Bedford, Mass.
- Makepeace, Alexander, Supt. Richard Borden Mfg. Co., Fall River, Mass.
- Massasoit Mfg. Co., Fall River, Mass.
- Nicholson, Theo. O., Treas. Millen Mills, 65 Franklin St., Boston, Mass.
- Parker, Walter E., Agent Pacific Mills, Lawrence, Mass.
- Pierce, Andrew G., Jr., Pres. and Treas. Pierce Mfg. Corp., New Bedford, Mass.
- Plunkett, Charles T., Pres. Berkshire Cotton Mfg. Co., Adams, Mass.
- Ramsdell, Ellis, Agent Monument Mills, Housatonic, Mass.
- Riley, Charles E., C. E. Riley & Co., 65 Franklin Street, Boston, Mass.
- Rousmaniere, John E., Treas. International Cotton Mills, Boston, Mass.
- Sharp, Arthur R., Treas. Hamilton Mfg. Co. and Sharp Mfg. Co., 201 Devonshire St., Boston, Mass.
- Shove, W. F., Treas. Pocassett Mfg. Co. and Wampamy Mills, Fall River, Mass.
- Smith, Edwin L., Pres. Bay State Thread Works, Springfield, Mass.
- Stearns, Francis W., Treas. Renfrow Mfg. Co., Adams, Mass.
- Stiles, W. F., Treas. and Mgr. Orswell Mills, Fitchburg, Mass.
- Swift, E. Kent, Asst. Treas. The Whitin Machine Works, Whitinsville, Mass.
- Wattles, Arthur S., S. R. Wattles & Co., Canton Junction, Mass.
- Whitin, G. M., The Whitin Machine Works, Whitinsville, Mass.
- Whitin, H. T., Treas. Paul Whitin Mfg. Co., Northbridge, Mass.
- Whitman, William, Pres. Arlington Mills (Lawrence, Mass.), Pres. Whitman Mills (New Bedford, Mass.), Pres. Manomet Mills (New Bedford, Mass.), Pres. Nonquit Spinning Co. (New Bedford, Mass.), 78 Chauncey Street, Boston, Mass.

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## MICHIGAN

### ACTIVE

- Carhartt, Hamilton, Pres. Hamilton Carhartt Cotton Mills (Rock Hill, S. C.), Detroit, Mich.

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MINNESOTA

## ACTIVE

Miller, Stanley G., Manufacturing Manager Crex Carpet Co., St. Paul, Minn.

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## MISSISSIPPI

## ACTIVE

Hardison, J. M., Pres. and Treas. West Point Cotton Mills, West Point, Miss.

Kennedy, J. D., Pres. & Treas. Batesville Fibre Co., Batesville, Miss.

Kline, W. H., Vice-Pres. and Treas. Yazoo Yarn Mills, Yazoo City, Miss.

Lampton, L. L., Pres. Magnolia Mills, Magnolia, Miss.

Moore, H. C., Supt. Magnolia Cotton Mills, Magnolia, Miss.

Pleasants, J. S., Vice-Pres. and Supt. Laurel Cotton Mills, Laurel, Miss.

Rogers, Wallace B., Vice-Pres. and Treas. Laurel Cotton Mills, Laurel, Miss.

Wainwright, T. L., Pres. and Treas. Stonewall Cotton Mills, Stonewall, Miss.

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## MISSOURI

## ACTIVE

Card, Byron F., Agent Kansas City Cotton Mills, Kansas City, Mo.

Kiernan, Patrick, Supt. Lowell Bleachery, 3807 Laclede Ave., St. Louis, Mo.

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## NEW JERSEY

## ACTIVE

Johnson & Johnson, New Brunswick, N. J.

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## NEW YORK

## ACTIVE

American Thread Co., 260 West Broadway, New York, N. Y.

Baldwin, Carroll, Pres. and Treas. Savage Mfg. Co., 61 Leonard St., New York, N. Y.

Barnard, O. A., Director J. H. Lane & Co., 334 Fourth Ave., New York, N. Y.

Bennett, Fred S., Vice--Pres and Sec. Wm. L. Barrell Co., 89 Worth St., New York, N. Y.

- Billbrough, Wm. H., Manager Elmira Knitting Mills, Elmira, N. Y.  
Broadbent, J. T., Agent Meritas Mills (Columbus, Ga.), 320 Broadway, New York, N. Y.  
Cluett, E. Harold, Treas. Cluett, Peabody & Co., Troy, N. Y.  
Duke, J. B., Room 664, 200 Fifth Ave., New York, N. Y.  
Gossett, T. H., Director, Williamston Cotton Mills (Williamston, S. C.), 100 LaFayette St., New York, N. Y.  
Hunsicker, Alvin, Pres. Meritas Mills (Columbus, Ga.), 320 Broadway, New York, N. Y.  
James, H. A., General Sales Agent Gray Mfg. Co. (Gastonia, N. C.), 315 Fourth Ave., New York, N. Y.  
Leonard, George E., Treas. Aiken, Langley & Seminole Mfg. Co., 57 Worth Street, New York, N. Y.  
Leslie, J. C., Cannon Mills, 53-55 Worth Street, New York, N. Y.  
Manley, John W., 72 Leonard Street, New York, N. Y.  
Meister, Charles A., Sales Manager Newnan Cotton Mills, 215-219 Fourth Ave., New York, N. Y.  
Paulson, Leonard, Paulson, Linkroum & Co., New York, N. Y.  
Roberts, S. Edgar, Stevens, Sanford, Cushman & Jordan, 83 Leonard St., New York, N. Y.  
Sampson, Charles E., Catlin & Co., New York, N. Y.  
Sanford, Arnold B., Pres. and Mgr. American Cotton Yarn Co., 291 Broadway, New York, N. Y.  
Thatcher, W. E., Treas. Meritas Mills, 320 Broadway, New York, N. Y.  
Thomson, James, Treas. Arnold Print Works, 395 Grand Ave., Brooklyn, N. Y.  
Watts, Ridley, Grinnell Willis & Co., New York, N. Y.  
Wild, Wm. H., Pres. Canasawacta Knitting Co., Sherbourne, N. Y.

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## NORTH CAROLINA

### HONORARY

Anthony, Col. J. T., Charlotte, N. C.

### ACTIVE

- Alexander, S. B., Jr., Treas. Savona Mfg. Co., Charlotte, N. C.  
Armstrong, C. B., Pres. and Treas. Armstrong Cotton Mills Co., Clara Mfg. Co., Dunn Mfg. Co., Monarch Cotton Mills Co., Gastonia, N. C.  
Bahnson, A. H., Pres. Arista Mills, Winston-Salem, N. C.  
Baker, A. L., Pres. Virginia Cotton Mills, Swepsonville, N. C.  
Barnhardt, E. C., Treas. Gibson Mfg. Co., Concord, N. C.  
Black, J. W., Vice-Pres. and Mgr. Caswell Cotton Mills, Kinston, N. C.  
Borden, F. K., Pres. Borden Mfg. Co., Goldsboro, N. C.

- Boyd, H. H., Supt. Chadwick-Hoskins Co., Charlotte, N. C.  
Brasswell, E. J., Brown Mfg. Co., Concord, N. C.  
Broadhurst, F. K., Sec. and Treas. Ivanhoe Mfg. Co., Smithfield, N. C.  
Brown, Geo. H., Sec. and Treas. Long Island Cotton Mills, Statesville, N. C.  
Bruton, W. B., Supt. Gibson Mfg. Co., Concord, N. C.  
Bryant, C. B., Jennings & Bryant, Agents Geo. H. McFadden & Bro., Charlotte, N. C.  
Cannon, J. F., Sec. and Treas. Wiscassett Mills Co., Albemarle, N. C.  
Cannon, J. W., Pres. Kesler Mfg. Co. (Salisbury, N. C.), Cannon Mfg. Co. (Kannapolis, N. C.), Amazon Cotton Mills (Thomasville, N. C.), Patterson Mfg. Co. (Kannapolis, N. C.), Cannon & Co. (Yorkville, S. C.), Efrd Mfg. Co. (Albemarle, N. C.), Wiscassett Mills Co., (Albemarle, N. C.), Imperial Cotton Mills (Eatonton, Ga.), Patterson Mfg. Co. (China Grove, N. C.), Cabarrus Cotton Mill (Concord, N. C.), Cannon Mfg. Co. (Concord, N. C.), Franklin Cotton Mills (Concord, N. C.), Gibson Mfg. Co. (Concord, N. C.), Cabarrus Mfg. Co. (Kannapolis, N. C.), Tuscarora Cotton Mills (Mount Pleasant, N. C.), Buck Creek Cotton Mill (Siluria, Ala.), Barringer Mfg. Co. (Rockwell, N. C.), Concord, N. C.  
Carpenter, D. M., Pres. Providence Cotton Mills, Union Cotton Mills, Maiden, N. C.  
Carpenter, L. A., Sec. and Treas. Maiden Cotton Mills, Maiden, N. C.  
Carpenter, O. D., Sec. and Treas. Harden Mfg. Co., Worth, N. C.  
Carr, J. S., Jr., Pres. Durham Hosiery Mills (Durham, N. C., Chapel Hill, N. C., High Point, N. C., Goldsboro, N. C.), Durham, N. C.  
Carr, W. F., Sec. and Asst. Treas. Durham Hosiery Mills (Durham, N. C., Chapel Hill, N. C., High Point, N. C., Goldsboro, N. C.), Durham, N. C.  
Church, M. L., Treas. Capitola Mfg. Co., Marshall, N. C.  
Clark, H. C., Pres. Charlotte Supply Co., Charlotte, N. C.  
Clemence, E. N., Charlotte, N. C.  
Cone, Caesar, Pres. Proximity Mfg. Co., White Oak Mills, Greensboro, N. C.  
Cooper, D. Y., Pres. Henderson Cotton Mills, Harriet Cotton Mills, Henderson, N. C.  
Cramer, Stuart W., Pres. Loray Mills (Gastonia, N. C.), Mayes Mfg. Co. (Maysworth, N. C.), Charlotte, N. C.  
Deal, R. P., General Manager, Greensboro, N. C.  
Delgado Mills, T. R. Ames, Secretary, Wilmington, N. C.  
Dover, J. R., Sec. and Treas. Ella Mfg. Co., Shelby, N. C.  
Draper, Arthur J., Pres. and Treas. Chadwick-Hoskins Co., Charlotte, N. C.  
Duke, B. L., Pres. Commonwealth Mfg. Co., Durham, N. C.

- Dunn, F. C., Treas. Caswell Cotton Mills, Kinston, N. C.
- Dwelle, E. C., Sec. and Asst. Treas., Chadwick-Hoskins Co., Charlotte, N. C.
- Erwin, J. Locke, Pres. and Treas. Locke Cotton Mills Co., Concord, N. C.
- Erwin, W. A., Pres. The Durham Cotton Mfg. Co. (East Durham, N. C.), The Alpine Cotton Mills (Morganton, N. C.), Oxford Cotton Mills (Oxford, N. C.), Treas. Erwin Cotton Mills Co. (Mill Nos. 1 and 4, West Durham, N. C.; No. 2, Duke, N. C.; No. 3, Cooleemee, N. C.), Buyer Pearl Cotton Mills (East Durham, N. C.), West Durham, N. C.
- Erwin, J. Harper, Sec. and Treas. Durham Cotton Mfg. Co., East Durham, N. C.
- Fairley, A. M., Supt. Scotland & Waverly Cotton Mills, Laurinburg, N. C.
- Fraker, Geo. W., Pres. Thread Mills Co., Nantucket Mills (Spray, N. C.), Gen. Mgr. German-American Mill (Draper, N. C.), Gen. Mgr. Lily Mills (Spray, N. C.), Gen. Mgr. Rhode Island Mills (Spray, N. C.), Spray, N. C.
- Garsed, E. T., Vice-Pres. Savona Mfg. Co., Charlotte, N. C.
- Gregson, John C., Sec. and Treas. Hadley Peoples Mfg. Co., Siler City, N. C.
- Groves, L. F., Treas. Flint Mfg. Co., Gastonia, N. C.
- Hanes, P. H. Jr., Treas. P. H. Hanes Knitting Co., Winston-Salem, N. C.
- Hart, Wm. A., Fountain Cotton Mills, Tarboro, N. C.
- Hartsell, J. L., Sec and Treas. Young-Hartsell Mills Co., Concord, N. C.
- Haywood, A. W., Holt-Granite Mfg. Co., Haw River, N. C.
- Heath, B. D., Pres. Manetta Mills (Lando, S. C.), Charlotte, N. C.
- Heath, W. C., Pres. Monroe Cotton Mills, Monroe, N. C.
- Hill, C. G., Sec. and Treas. Amazon Cotton Mills, Thomasville, N. C.
- Hiss, George B., Pres. and Treas. Rhodhiss Mfg. Co. (Rhodhiss, N. C.), Charlotte, N. C.
- Holt, W. E. Jr., Vice-Pres. Winonah Cotton Mills Co., Lexington, N. C.
- Holt, Eugene, Mgr. Lawrence S. Holt & Sons (Burlington, N. C.), Mgr. Aurora Cotton Mills (Burlington, N. C.), Mgr. Gem Cotton Mills (Gibsonville, N. C.), Treas. Sevier Cotton Mills (Kings Mountain, N. C.), Burlington, N. C.
- Hunt, C. A. Sr., Pres. and Supt. Nokomis Cotton Mills, Lexington, N. C.
- Hunt, C. A. Jr., Pres. and Supt. Dacotah Cotton Mills, Lexington, N. C.
- Hutchison, C. E., Pres. and Treas. Nims Mfg. Co., Woodlawn Mfg. Co., Armon Mfg. Co., Mount Holly, N. C.

- James, A. N., Agent W. R. Kindley Cotton Mills, Mount Pleasant, N. C.  
Jenkins, L. L., Pres. The Arlington Cotton Mills, Gastonia, N. C.  
Jennings, H. B., Sec. and Treas. Lumberton Cotton Mills, Lumberton, N. C.  
Johnston, C. W., Pres. Highland Park Mfg. Co., Brown Mfg. Co., Charlotte, N. C.  
Johnston, Horace, Gen. Mgr. Johnston Mfg. Co., Charlotte, N. C.  
Jones, D. M., 2d Vice-Pres. Armstrong Cotton Mills Co., Gastonia, N. C.  
Kaneer, J. W., Supt. Vass Cotton Mill Co., Vass, N. C.  
Knox, R. B., Sec. and Treas. The Clyde Cotton Mills, Newton, N. C.  
Lassiter, Robt., Treas. Oconee Mills Co. (Westminister, S. C.), Charlotte, N. C.  
Latham, J. E., Pres. Pomona Mills, Inc., Greensboro, N. C.  
Leak, J. P., Pres. and Treas. Leak, Wall & McRae, Rockingham, N. C.  
Lee, W. S. Jr., Charlotte, N. C.  
Liddell, Vinton, Vice-Pres. The Elizabeth Mills, Charlotte, N. C.  
Lillard, T. J., Sec. and Treas. Jewell Cotton Mills, Thomasville, N. C.  
Lilly, H. W., Pres. The Victory Mfg. Co., Fayetteville, N. C.  
Lindau, J. W., Greensboro, N. C.  
London, W. L., Sec. and Treas. J. M. Odell Mfg. Co., Pittsboro, N. C.  
Long, J. A., Pres. Roxboro Cotton Mills, Roxboro, N. C.  
McAllister, A. P., Sec. and Treas. National Cotton Mills, Lumberton, N. C.  
McLean, A. W., Vice-Pres. Lumberton Cotton Mills, Lumberton, N. C.  
MacRae, Lawrence, Sec. and Treas. Inverness Mills Co., Winston-Salem, N. C.  
Martin, J. A., Sec. and Treas. The Newton Cotton Mills, Hickory, N. C.  
Mauney, D. H., Asst. Sec. and Supt. Long Shoals Cotton Mills, Long Shoals, N. C.  
Mauney, David R., Treas. Vivian Cotton Mills, Cherryville, N. C.  
Mauney, W. A., Sec. and Treas. Long Shoals Cotton Mills (Long Shoals, N. C.), Kings Mountain, N. C.  
Mayes, J. H., Charlotte, N. C.  
Mebane, B. Frank, Pres. Leaksville Cotton Mills, Spray, N. C.  
Miller, R. M. Jr., Pres. and Treas. The Elizabeth Mills, Charlotte, N. C.  
Moore, J. A., Sec. and Treas. Henderson & Harriet Cotton Mills, Henderson, N. C.  
Moore, Andrew E., Sec. and Asst. Treas. Loray Mills, Gastonia, N. C.  
Morehead, John M., Pres. Leaksville Woolen Mills, Charlotte, N. C.  
Mountcastle, Geo. W., Treas. Erlanger Cotton Mills Co., Lexington, N. C.  
Mullen, Thos. W., Supt. Rosemary Mfg. Co., Roanoke Rapids, N. C.



- Nelson, Thomas, Director Textile Dept., A. & M. College, West Raleigh, N. C.
- Odell, J. A., Pres. J. M. Odell Mfg. Co., Greensboro, N. C.
- Patterson, John L., Mgr. Rosemary Mfg. Co., Roanoke Rapids, N. C.
- Patterson, J. Sanford, Leaksville, N. C.
- Patterson, Samuel F., Roanoke Mills Co., Roanoke Rapids, N. C.
- Pearce, James R., Supt. Mill No. 2, Erwin Cotton Mills Co., Duke, N. C.
- Peck, Thomas D., Pres. The Peck Mfg. Co., Warrenton, N. C.
- Rankin, John C., Pres. Lowell Cotton Mills, Spencer Mountain Mills, Lowell, N. C.
- Rankin, W. T., Pres. Ozark Mills, Gastonia, N. C.
- Ray, R. R., Treas. McAden Mills, McAdenville, N. C.
- Reinhardt, R. S., Pres. and Treas. Elm Grove Cotton Mills, Lincolnton, N. C.
- Rhyne, H. A., Sec. and Treas. Tuckoseege Mfg. Co., Mt. Holly, N. C.
- Roberts, J. M., Sec. and Treas. John Rudisill Mfg. Co., Lincolnton, N. C.
- Robertson, C. H., Supt. Eno Cotton Mills, Hillsboro, N. C.
- Ross, Baxter, Sec. The Elizabeth Mills, Charlotte, N. C.
- Royall, R. E., Vice-Pres. and Treas. Royall Cotton Mills, Wake Forest, N. C.
- Ruffin, W. C., Sec. and Treas. Washington Mills (Fries, Va.), Avalon Mills, Mayo Mills, Mayodan, N. C.
- Saunders, Wm. M., Pres. Smithfield Cotton Mills, Smithfield, N. C.
- Schenck, John F., Treas. Cleveland Mill & Power Co., Lawndale, N. C.
- Seppark, Joseph H., Sec. and Treas. Gray Mfg. Co., Gastonia, N. C.
- Smart, Chas. S., Supt. The Erwin Cotton Mills Co., Cooleemee, N. C.
- Smith, E. A., Pres. and Treas. E. A. Smith Mfg. Co., Rhodhiss, N. C.
- Staton, L. L., Pres. Tarboro Cotton Factory, Tarboro, N. C.
- Stokes, R. W., Highland Park Mfg. Co., Charlotte, N. C.
- Tanner, S. B., Pres. and Treas. Henrietta Mills, Florence Mills, Henrietta, N. C.
- Tanner, K. S., Treas. The Cleghorn Mills, Rutherfordton, N. C.
- Tate, R. L., Mgr. Mecklenburg Mfg. Co., Charlotte, N. C.
- Taylor, J. F., Pres. Kinston Cotton Mills, Kinston, N. C.
- Taylor, Walter S., Sec. The Rhodhiss Mfg. Co., Rhodhiss, N. C.
- Thompson, Alfred A., Pres. and Treas. Raleigh Cotton Mills, Raleigh, N. C.
- Terrell, T. V., Mgr. The Erwin Cotton Mills Co., Cooleemee, N. C.
- Tolar, John R., Pres. Tolar, Hart & Holt Mills, Fayetteville, N. C.
- Torrence, Frost, Sec. and Treas. The Avon Mills, Gastonia Cotton Mfg. Co., Gastonia, N. C.
- Tucker, Frank S., Westinghouse Electric & Mfg. Co., Charlotte, N. C.

Washburn, A. H., Charlotte, N. C.  
Webb, J. H., Treas. Eno Cotton Mills, Hillsboro, N. C.  
Webb, Thomas H., Mgr. Erwin Cotton Mills Co., No. 2, Duke, N. C.,  
White, J. O., Pres. and Mgr. Modena Mills, Gastonia, N. C.  
Wicker, J. E., Supt. Roanoke Mills Co., Roanoke Rapids, N. C.  
Wier, J. Stuart, Sec. Atherton Mills, Charlotte, N. C.  
Williamson, E. H., Treas. Holt-Williamson Mfg. Co., Fayetteville,  
N. C.  
Williamson, Lynn B., Sec. and Treas. L. Banks Holt Mfg. Co., Graham,  
N. C.  
Williamson, James W. Jr., Pres. and Treas. James W. Williamson &  
Sons Co., Burlington, N. C.  
Winston, Moses C., Pres. Lizzie Cotton Mills, Selma, N. C.  
Young-Hartsell Mills Co., Concord, N. C.

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OHIO

## ACTIVE

Mitchell, C. M., Gen. Mgr. The Mitchell Mfg. Co., Portsmouth, Ohio.

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OKLAHOMA

## ACTIVE

Douglass, J. E., Pres. and Mgr. The Pioneer Cotton Mills, Guthrie, Okla.

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PENNSYLVANIA

## ACTIVE

Adamson, Charles, Pres. Cedartown Cotton & Export Co., 119 Fourth  
St., Philadelphia, Pa.  
Belin, Paul B., Gen. Mgr. Scranton Lace Curtain Co., Scranton, Pa.  
Bloch, Jules, Sec. Krout & Fite Mfg. Co., Alleghany Ave. and Emerald  
St., Philadelphia, Pa.  
Blythe, T. Ashby, Philadelphia, Pa.  
Child, Charles S., Wilson & Bradbury, 217 Chestnut St., Philadelphia,  
Pa.  
Fite, James E., Treas. Krout & Fite Mfg. Co., Alleghany Ave. and  
Emerald St., Philadelphia, Pa.  
Gilliland, C. L., Pres. Hope Mills Mfg. Co. (Hope Mills, N. C.), Treas.  
Aberfoyle Mfg. Co., Treas. Galey & Lord Mfg. Co., Chester, Pa.  
Hoffman, Geo. F., Hoffman-Corr Mfg. Co., 415 Market St., Philadelphia,  
Pa.  
Kershaw, John W., Pres. John W. Kershaw Co., Philadelphia, Pa.

Kershaw, Nelson, Manufacturer, Clifton Heights, Pa.  
Krout, George W., Pres. Krout & Fite Mfg. Co., Alleghaney Ave and  
Emerald St., Philadelphia, Pa.  
McGinnis, John, Supt. Groat Knitting Co., Box 114, Scranton, Pa.  
Maurer, Joseph W., Pres. F. W. Maurer & Sons Co., Wayne Ave. and  
Bristol St., Philadelphia, Pa.  
Mitchell, Craig S., J. E. Mitchell Co., Philadelphia, Pa.  
Search, Theo. C., Pres. Cold Spring Bleaching & Finishing Works,  
Yardley, Pa.  
Thorpe, Wm. H., Pres. Richard Thorpe Co., 1657 Meador St., Phila-  
delphia, Pa.  
Ward-Mechan Co., Inc., Boyleston Mills, Lehigh Ave. and Howard St.,  
Philadelphia, Pa.  
Webb, Charles J., Eureka Cotton Mills, Philadelphia, Pa.

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## RHODE ISLAND

### ACTIVE

Cady, Edwin A., Treas. Warren Mfg. Co., Warren, R. I.  
Danielson, A. Lockwood, Treas. Quinebaug Co. (Danielson, Conn.),  
Treas. Wauregan Co. (Wauregan, Conn.), Providence, R. I.  
Eddy, Jesse P., Sec. and Treas. Tillinghast Stiles Co., Providence, R. I.  
Gulliver, A. H., Gen. Mgr. Thames River Corp., 602 Broad St., Provi-  
dence, R. I.  
Harriss, Wm. H., Treas. Slater Mfg. Co., Pawtucket, R. I.  
Hinckley, Geo. G., American Silk Spinning Co., Providence, R. I.  
Jenks, Albert A., Pres. Fales & Jenks Machine Co., Providence, R. I.  
Jennings, Edward B., Treas. Samoset Co., Valley Falls, R. I.  
McManus, Peter B., Pres. and Treas. Home Bleach & Dye Works, Paw-  
tucket, R. I.  
Salisbury, Everett E., Sales Agent Atlantic Mills, Providence, R. I.

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## SOUTH CAROLINA

### HONORARY

Kohn, Col. August, Columbia, S. C.  
Parker, Lewis W., Greenville, S. C.

### ACTIVE

Adams, J. A., Supt. Springstein Mills, Chester, S. C.  
American Spinning Co., Greenville, S. C.  
Anderson, G. Lang, Pres. and Treas. Maplecroft Mills, Liberty, S. C.  
Arrington, John W., Pres. Union Bleaching & Finishing Co., Greenville,  
S. C.

- Aull, B. M., Mgr. Cohannett Cotton Mills (Fingerville, S. C.), Pendleton Mfg. Co., Autun, S. C.
- Bailey, Cassius M., Treas. Lydia Cotton Mills, Clinton, S. C.
- Bean, C. Enos, Spartanburg, S. C.
- Beattie, W. E., Pres. and Treas. Piedmont Mfg. Co. (Piedmont, S. C.), Treas. Parker Mills Co., Greenville, S. C.
- Bell, T. F., Sec. and Treas. Victoria Cotton Mills, Rock Hill, S. C.
- Blake, L. D., Treas. Belton Mills, Belton, S. C.
- Bowe, Robt. F., Selling Agent Saco-Lowell Shops, Greenville, S. C.
- Brown, J. W., Vice-Pres. Cowpens Mfg. Co., Cowpens, S. C.
- Bruner, J. M., Sec. The Oconee Mills Co., Westminster, S. C.
- Calvert, Arch B., Pres. and Treas. Drayton Mills, Spartanburg, S. C.
- Causey, Chas. W., Supt. Brogon Mills, Anderson, S. C.
- Chapman, James A., Pres. and Treas. Inman Mills, Inman, S. C.
- Chapman, Robert, Pres. and Treas. Marlboro Cotton Mills, McColl, S. C.
- Charles, T. I., Pres. and Treas. Conestee Mills, Greenville, S. C.
- Charles, Joel D., Sec. Conestee Mills (Greenville, S. C.), R. F. D. No. 4, Conestee, S. C.
- Cleveland, W. C., Pres. and Treas. Brevard Cotton Mills (Brevard, N. C.), Greenville, S. C.
- Coker, C. W., Treas. Southern Novelty Co., Hartsville, S. C.
- Dresser, Henry C., Gen. Mgr. Lexington Mfg. Co. (Lexington, S. C.), Gen. Mgr. Valley Falls Mfg. Co. (Spartanburg, S. C.), Gen. Mgr. Saxe-Gotha Mills (Lexington, S. C.), Gen. Mgr. Palmetto Cotton Mills (Columbia, S. C.), Columbia, S. C.
- Forsyth, H. J., Supt. of Weaving, Hamilton Carhartt Cotton Mills Co., Rock Hill, S. C.
- Gassaway, W. L., Pres. and Treas. Issaqueena Mills (Central, S. C.), Greenville, S. C.
- Geer, B. E., Pres. and Treas. Katrine Mfg. Co. (Fork Shoals, S. C.), Judson Mills, Greenville, S. C.
- Giles, W. A., Supt. Graniteville Mfg. Co., Graniteville, S. C.
- Glenn-Lowry Mfg. Co., Whitmire, S. C.
- Gossett, B. B., Pres. and Treas. Riverside Mfg. Co. (Anderson, S. C.), Pres. and Treas. Toxaway Mills, Anderson, S. C.
- Gossett, J. P., Pres. and Treas. Brogon Mills (Anderson, S. C.), Pres. and Treas. Calhoun Mills (Calhoun Falls, S. C.), Pres. and Treas. Williamston Mills, Williamston, S. C.
- Hammett, James D., Pres. and Treas. Anderson Cotton Mills (Anderson, S. C.), Pres. and Treas. Orr Cotton Mills (Anderson, S. C.), Pres. and Treas. Chiquola Mfg. Co. (Honea Path, S. C.), Anderson, S. C.
- Hammond, A. H., Auditor Parker Cotton Mills Co., Greenville, S. C.

- Hamrick, Dr. W. C., Pres. and Treas. Hamrick Mills (Gaffney, S. C.),  
Sec. and Treas. Limestone Mills, Gaffney, S. C.
- Howard, Edwin, Mason Machine Works, Greenville, S. C.
- Jennings, Henry B., Pres. Fairmont Mfg. Co., Fairmont, S. C.
- Johnston, E. H., Gen. Mgr. Highland Park Mfg. Co., Rock Hill, S. C.
- Kohn, David, Asst. to President Richland & Capital City Mills (Columbia, S. C.), Greenville, S. C.
- Law, A. M., Pres. Enoree Mfg. Co., Enoree, S. C.
- Law, John A., Pres. and Treas. Saxon Mills, Spartanburg, S. C.
- Ligon, Robt. E., Pres. Gluck Mills, Anderson, S. C.
- Long, Alex., Pres. Aragon Mills, Rock Hill, S. C.
- McBrayer, D. P., Anderson, S. C.
- McCarrell, A. H., Supt. Seminole Mfg. Co. (Clearwater, S. C.), Supt.  
Aiken Mfg. Co., Bath, S. C.
- McGee, S. H., Pres. Panola Cotton Mill, Greenwood, S. C.
- Marchant, Thos. M., Pres. Monaghan Mills and Victor Mfg. Co.,  
Greenville, S. C.
- Mebane, H. B., Sec. and Treas. Republic Cotton Mills, Great Falls, S. C.
- Mebane, Robert, Pres. Republic Cotton Mills, Great Falls, S. C.
- Moore, W. B., Pres. and Treas. Neely Mfg. Co., Yorkville, S. C.
- Moore, W. B., Vice-Pres. and Gen. Mgr. Mills Mfg. Co., Greenville,  
S. C.
- Moore, W. W., Pres. Wymojo Yarn Mills, Rock Hill, S. C.
- Morgan, Clinton J., Asst. Treas. American Spinning Co., Greenville,  
S. C.
- Nicholson, Emslie, Treas. Monarch Cotton Mills, Union, S. C.
- Norris, T. M., Pres. and Treas. Norris Cotton Mills, Cateechee, S. C.
- Oliver, Sewall K., Supt. Columbia Mills of Consolidated Cotton Duck  
Co. of Baltimore, Md., Columbia, S. C.
- Phelps, A. C., Manager Harby & Co., Sumter, S. C.
- Plonk, J. C., Pres. Cherokee Falls Mfg. Co., Cherokee Falls, S. C.
- Poe, F. W., Pres. and Treas. F. W. Poe Mfg. Co., Greenville, S. C.
- Ramseur, R., Sec. Isaqueena Mills, Central, S. C.
- Riegel, B. D., Treas. Ware Shoals Mfg. Co., Ware Shoals, S. C.
- Roberts, R. P., Treas. Cherokee Falls Mfg. Co., Cherokee Falls, S. C.
- Robison, John A., Pres. and Treas. Greers Mfg. Co., Greers, S. C.
- Shanklin, E. H., Pres. and Treas. Alice Mills, Easley, S. C.
- Smith, Claude D., Sec. and Treas. Dunean Mills, Greenville, S. C.
- Smith, Aug. W., Pres. Woodruff Cotton Mills (Woodruff, S. C.), Spar-  
tanburg, S. C.
- Smyth, Ellison A., Pres. Pelzer Mfg. Co. (Pelzer, S. C.), Belton Mills  
(Belton, S. C.), Vice-Pres. Dunean Mills (Greenville, S. C.),  
Vice-Pres. Greenwood Cotton Mills (Greenwood, S. C.), Green-  
ville, S. C.

Smyth, J. Adger, Jr., Pres. and Treas. Watts Mills, Laurens, S. C.  
Springs, Leroy, Pres. Lancaster Cotton Mills, Lancaster, S. C.  
Thackston, W. J., Sec. and Asst. Treas. Parker Cotton Mills Co.,  
Greenville, S. C.  
Twitty, C. C., Treas. and Gen. Mgr. Darlington Mfg. Co., Darlington,  
S. C.  
Wannamaker, T. H., Pres. and Treas. Glencoe Cotton Mills, Columbia,  
S. C.  
Welborn, H. G., Vice-Pres. Olympia Cotton Mills, Columbia, S. C.  
Woodside Cotton Mills Co., Greenville, S. C.  
Wright, Z. F., Pres. and Treas. The Newberry Cotton Mills, New-  
berry, S. C.  
Wright, George M., Pres. and Mgr. Banna Mfg. Co. (Goldville, S. C.),  
Clinton, S. C.

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## TENNESSEE

### ACTIVE

Crinkley, A., Treas. Harriman Cotton Mills, Harriman, Tenn.  
Maynard, James, Pres. Brookside Mills, Knoxville, Tenn.  
Rees, Ernest, Supt. Elk Cotton Mills, Fayetteville, Tenn.  
Tyson, L. D., Pres. Knoxville Cotton Mills, Knoxville, Tenn.  
Young, J. B., Mgr. Jackson Fibre Co., Bemis, Tenn.

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## TEXAS

### ACTIVE

Hall, E. A., Gen. Mgr. and Supt. Itasca Cotton Mfg. Co., Itasca, Texas.  
Howard, J. T., Pres. Dallas Cotton Mills, Dallas, Texas.  
McKenney, Paul K., Gen. Mgr. Texas Cotton Mill Co., McKenney, Tex.  
Munson, W. B., Jr., Treas. Dennison Cotton Mill Co., Dennison, Texas.  
Pender, Charles H., Mgr. Gonzales Cotton Mills, Gonzales, Texas.  
Saunders, J. C., Treas. Bonham Cotton Mills, Bonham, Texas.

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## VIRGINIA

### ACTIVE

Fitzgerald, H. R., Sec. and Treas. Riverside and Dan River Cotton  
Mills, Inc., Danville, Va.  
Holt, Lawrence S., Jr., Sec. and Treas. Union Cotton Bagging Cor-  
poration, Norfolk, Va.

Jeffress, Robt. M., Sec. and Gen. Mgr. King Cotton Mills Corp. (Burlington, N. C.), 921 Mutual Bldg., Richmond, Va.  
Miller, John M., Jr., Vice-Pres. First National Bank, Richmond, Va.

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### WISCONSIN

#### ACTIVE

Gorton, Charles H., United States Linen Co., Beloit, Wis.

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### CANADA

#### ACTIVE

Gordon, C. B., Pres. Dominion Textile Co., Montreal, P. Q.

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### ENGLAND

#### HONORARY

Macara, Sir Charles W., Bart, Pres. International Federation of Master Cotton Spinners' and Manufacturers' Association, 15 Cross Street, Manchester, England.

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### JAPAN

#### ACTIVE

Fukuhara, H. H., Kanegafuchi Spinning Co., Hiogo, Japan.

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## Associate Members

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#### ASSOCIATE

Hazlewood, W. P., Profile Cotton Mills, Jacksonville, Ala.  
Turner, John S., Birmingham, Ala.  
Wade, John W., Pres. Howell Cotton Co., Birmingham, Ala.

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Phillips, Henry L., Mgr. Factory Ins. Assn., Hartford, Conn.

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## ASSOCIATE

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Richards, M. V., Land and Industrial Agent, Southern Railway, Washington, D. C.

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## ASSOCIATE

Bidwell, C. B., American Audit Co., Atlanta, Ga.  
Brenner, A. H., Agent Geo. H. McFadden & Bro., Augusta, Ga.  
Cotton Publishing Co., Atlanta, Ga.  
Ford, B. B., B. B. Ford & Co., Macon, Ga.  
Gilfillin, D., Rept. Howard & Bullough, 815 Empire Bldg., Atlanta, Ga.  
Houser, Fred, Sec. Atlanta Convention Bureau, Atlanta, Ga.  
Jones, Adam W., Sales Manager International Steam Pump Co., Atlanta, Ga.  
Kendrick, W. M., So. Rep. A. W. Harris Oil Co. (Providence, R. I.), Mayfield, Ga.  
Moss, R. Lockwood, So. Rep. Detroit Graphite Co., Atlanta, Ga.  
North, Frank G., Barber, Colman & Co., 403 English American Bldg., Atlanta, Ga.  
Peabody, D. W., General Electric Co., Empire Bldg., Atlanta, Ga.  
Roberts, Harry S., Sales Agent General Electric Co., Atlanta, Ga.  
Traywick, H. H., Chief Clerk, Asst. Gen. Freight Agent, Atlanta & West Point R. R. Co., Atlanta, Ga.

## LOUISIANA

## ASSOCIATE

Lacey, H. B., Walker Bros. & Co., 211 Camp St., New Orleans, La.  
Landau, A. K., Treas. Kohlmann Cotton Mill & Mfg. Co., New Orleans, La.

## MAINE

## ASSOCIATE

Garland, H. P., Garland Mfg. Co., Saco, Maine.  
Wakefield, C. A., Selling Agent Saco-Lowell Shops, Biddeford, Me.

## MARYLAND

## ASSOCIATE

Bellamy, J. M., Manager Thomsen Chemical Co., Baltimore, Md.  
Whitridge, Morris, Whitridge, White & Co., 10 South St., Baltimore, Md.



## MASSACHUSETTS

## ASSOCIATE

- Bennett, E. Howard, Wool and Cotton Reporter, Boston, Mass.  
Bishop, Frederick H., Gen. Mgr. Universal Winding Co., Boston, Mass.  
Bradlee, A. T., Wm. Whitman & Co., Boston, Mass.  
Brownell, G. L., Station A, Worcester, Mass.  
Burgoyne, Stephen C., Pres. and Gen. Mgr. Dunn Flyer Co., Boston, Mass.  
Butler, A. C., 232 Summer St., Boston, Mass.  
Carter, W. W., Treas. Fiske-Carter Construction Co., Worcester, Mass.  
Coffin, Melvil H., Salesman Leigh & Butler, 232 Summer St., Boston, Mass.  
Comins, Frank B., American Moistening Co., 120 Franklin St., Boston, Mass.  
Cooper, James A., Whitin Machine Works, Whitinsville, Mass.  
Erhard, George P., Vice-Pres. & Treas. Stafford Co., Readville, Mass.  
Fearing, Wm. I., Mgr. Yarn Dept. Fearing, Whitin & Co., 655 Atlantic Ave., Boston, Mass.  
Firth, Wm., Pres. Wm. Firth Co., 120 Franklin St., Boston, Mass.  
Fowler, E. T., Gen. Mgr. Foster Machine Co., Westfield, Mass.  
Hatch, T. E., Commission Merchant, 164 Federal St., Boston, Mass.  
Hathaway, Edgar F., American Warp Drawing Machine Co., 289 A Street, Boston, Mass.  
Houghton, L. T., Manufacturer of Metal Thread Boards, Worcester, Mass.  
Howard, A. H., Howard Bros. Mfg. Co., Worcester, Mass.  
Keeler, L. M., Whitin Machine Works, 312 Marlboro St., Boston, Mass.  
Kenny, Frank B., T. C. Entwistle Co., Lowell, Mass.  
Lamb, James H., Publisher, Boston, Mass.  
Leigh, E. A., 232 Summer St., Boston, Mass.  
Lincoln, J. T., Kilburn, Lincoln & Co., Fall River, Mass.  
MacIntosh, R. M., L. H. A. Schwartz & Co., 141 Milk St., Boston, Mass.  
Marston, J. P., Danker & Marston, 247 Atlantic Ave., Boston, Mass.  
Main, Charles T., 201 Devonshire St., Boston, Mass.  
Moore, Charles B., Mgr. Knowles Steam Pump Works, Boston, Mass.  
Perry, Frank B., 53 Stearns St., Newton Center, Mass.  
Rooney, E. H., Whitin Machine Works, Whitinsville, Mass.  
Scott, Albert L., Lockwood, Greene & Co., 93 Federal St., Boston, Mass.  
Slocum, Charles P., Salesman Corn Products Refining Co., 131 State St., Boston, Mass.  
St. Amant, Geo. W., Mohr & Fenderl, 84 State St., Boston, Mass.  
Strang, James, Selling Agent Saco-Lowell Shops, Providence, R. I.  
Sullivan, P. C., Selling Agent The Metallic Drawing Roll Co., Indian Orchard, Mass.

Tuley, E. J., Kalle & Co., 88 Broad St., Boston, Mass.

Whitaker, J. D., Boston, Mass.

Widger, Samuel S., Catlin & Co., Boston, Mass.

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## MICHIGAN

### ASSOCIATE

Ford, The J. B. Co., Wyandotte, Mich.

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## MISSISSIPPI

### ASSOCIATE

Newburger, Samuel, Newburger & Levy, Vicksburg, Miss.

Striplin, W. D., Mgr. Striplin Cotton Co., Corinth, Miss.

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## MISSOURI

### ASSOCIATE

Jones, Hugh McK., Robt. McK. Jones & Co., St. Louis, Mo.

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## NEW HAMPSHIRE

### ASSOCIATE

Carter, G. N., Salesman I. B. Williams & Sons, Dover, N. H.

Noone, Albert W., Joseph Noone & Sons, Petersboro, N. H.

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## NEW JERSEY

### ASSOCIATE

Foote, Charles D., Morristown, N. J.

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## NEW YORK

### ASSOCIATE

Arabol Mfg. Co., 100 William St., New York, N. Y.

Austin, James, Yarn Agency Agent American Thread Co., 260 West Broadway, New York, N. Y.

Ayers, Howard, Sec. China and Japan Trading Co. Ltd., 32 Burling Slip, New York, N. Y.

Barr, Walwin, Mgr. of Styling and Advertising Renfrew Mfg. Co., 35 Thomas Street, New York, N. Y.

- Barry, B. J., Manager A. D. Julliard & Co., New York, N. Y.  
Bonner, P. R., Pres. Bonner & Barnwell Inc., 111-113 Hudson Street, New York, N. Y.  
Boteler, E. S., Pres. G. K. Sheridan & Co., 39-41 Thomas St., New York, N. Y.  
Brinckerhoff, M. V. B., Commission Merchant, 320 Broadway, New York, N. Y.  
Buzzell, A. O., J. H. Williams Co., Utica, N. Y.  
Cheesman, J. E., Gen. Mgr. Empire Duplex Gin Co., 68 William St., New York, N. Y.  
Christie, Robt., Vice-Pres. China and Japan Trading Co. Ltd., 32 Burling Slip, New York, N. Y.  
Cone, Edward K., Pres. New York Cotton Exchange, 62 Beaver St., New York, N. Y.  
Conway, John F., 21 West Houston St., New York, N. Y.  
Cooks, Adam Sons, Owners Albany Grease, 313 West St., New York, N. Y.  
Curran, James M., A. D. Julliard & Co., New York, N. Y.  
Davison, Harold M., Vice-Pres. Davison Publishing Co., 407 Broadway, New York, N. Y.  
Deems, Theodore B., Broker Atwood, Violet & Co., 2 Broad St., New York, N. Y.  
Dickson, Charles H., Journal of Commerce & Commercial Bulletin, New York, N. Y.  
Dommerick, L. F., 57 Green Street, New York, N. Y.  
Dunning, Charles A., Wm. D. Dunning Alexander Iron Works, Syracuse, N. Y.  
Evans, W. E., Manager Cotton Dept. The Linen Thread Co., 96 and 98 Franklin St., New York, N. Y.  
Evans, Wm. H., C. E. Riley Co., 73 Leonard Street, New York, N. Y.  
Frankfurter, Paul, Broker Miller & Co., New York, N. Y.  
Freeman, Charles D., New York Cotton Exchange, New York, N. Y.  
Geran, Carroll V., Cotton Commission, New York Cotton Exchange, New York, N. Y.  
Gwathmey, J. Temple, Cotton Merchant, 3 South William St., New York, N. Y.  
Haneman, Edward L., Cotton Commission, Cotton Exchange Bldg., New York, N. Y.  
Hackstaff, F. W., The American Mfg. Co., 65 Wall St., New York, N. Y.  
Heineman, Moses, Cotton Goods Broker, M. Heineman & Co., 247 Church St., New York, N. Y.  
Herx, Charles O., Herx & Eddy, 113 Worth St., New York, N. Y.  
Hill, John C., S. H. P. Pell & Co., 43 Exchange Place, New York, N. Y.

- Hoadley, Fred M., Pres. The Hydraulic Properties Co., 60 Broadway, New York, N. Y.
- Hubbard, W. Hustace, Cotton Merchant, Hubbard Bros., 66 Beaver St., New York, N. Y.
- Hubbard, Samuel T., Hubbard Bros., New York, N. Y.
- Judson, Wm. H., Cotton Commission, Judson & Co., 26 Broadway, New York, N. Y.
- Kasefang, Charles, Faulkner Page & Co., New York, N. Y.
- Keever, A. S., The Keever Bros. Co., Fulton St., New York, N. Y.
- Kennedy, J. J., Engineer, 52 Broadway, New York, N. Y.
- Kepner, J. B., Pres. The J. B. Kepner Co., 200 South Ave., New York, N. Y.
- King, William V., Supt. New York Cotton Exchange, New York, N. Y.
- Klipstein, E. C., Treas. A. Klipstein & Co., New York, N. Y.
- Kraus, J. L., Miller & Co., New York, N. Y.
- Linkroum, Leonard C., Member Paulson, Linkroum & Co., 87 Leonard St., New York, N. Y.
- Loomis, Laurus, Catlin & Co., New York, N. Y.
- McElroy, Hugh F., Cotton Commission, McElroy & Klepinger, 8 Cotton Exchange Bldg., New York, N. Y.
- McKinney, Andrew, Broker, 38 Wall St., New York, N. Y.
- MacLea, R. K., 79-81 Worth St., New York, N. Y.
- Marsh, Edward D., Cotton Commission, Post & Flagg, 38 Wall St., New York, N. Y.
- Meyer, Charles A., Textile Commission Co., 73 Worth St., New York, N. Y.
- Miller, Gardiner H., Member Hopkins, Dwight & Co., 50 Cotton Exchange, New York, N. Y.
- Mitchell, William, Cotton Commission, Gwathmey & Co., 20 Exchange Place, New York, N. Y.
- Mitchell, J. R., Pres. Michell & Bissell Co., 227 Fulton St., New York, N. Y.
- Matos, Dr. Louis J., Chemical Engineer Cassella Color Co., 182 Front St., New York, N. Y.
- Moss, Frederick, Owen, Holland & Webb, 495 Broome St., New York, N. Y.
- Moulson, George D., Broker, Cotton Exchange Bldg., New York, N. Y.
- Newman, H. B., Cotton Commission, Newburger, Worms & Newman, 25 Broad St., New York, N. Y.
- Nichols, George, Minot, Hooper & Co., 11 Thomas St., New York, N. Y.
- Norden, Adolph E., Cotton Commission, A. Norden & Co., 11-15 Cotton Exchange Bldg., New York, N. Y.
- Parker, Bedell, Parker & Firm, Union Square, New York, N. Y.
- Pearsall, Leigh M., Broker, 11 William St., New York, N. Y.

- Pennal, E. C., Manager Yarn Dept., James F. White & Co., 56 Worth St., New York, N. Y.
- Phillips, M. A., Jr., H. F. Bachman & Co., 14 Wall St., New York, N. Y.
- Poor, J. Harper, Amory Brown & Co., New York, N. Y.
- Price, Theodore H., 24 South William St., New York, N. Y.
- Quilhot, Wm. K., Quilhot & Son, Amsterdam, N. Y.
- Rau, Albert, 72 Leonard St., New York, N. Y.
- Ray, Edward C., Commission Merchant, Collins, Ray & Co., 27-29 Thomas St., New York, N. Y.
- Ray, William, Wm. Ray & Co., Cotton Exchange Bldg., New York, N. Y.
- Reeves, R. E., Vice-Pres., Hunter Manufacturing & Commission Co., 58-60 Worth St., New York, N. Y.
- Reeves, M. R., Hunter Mfg. & Comm. Co., 66 Leonard St., New York, N. Y.
- Revere, C. T., Cotton Commission, Dick Bros. & Co., 30 Broad St., New York, N. Y.
- Rice, Bruce L., New York Cotton Exchange, New York, N. Y.
- Riordan, James, Cotton Commission, New York Cotton Exchange, New York, N. Y.
- Robie, Henry B., Cotton Yarn Broker, 346 Broadway, New York, N. Y.
- Rountree, R. H. & Co., Cotton Exchange, New York, N. Y.
- Royce, Henry H., Broker, Royce & Co., 55 Cotton Exchange Bldg., New York, N. Y.
- Rupprecht, F. K., Converse & Co., 78-81 Worth St., New York, N. Y.
- Schill, William, Broker, New York Cotton Exchange, New York, N. Y.
- Searing, Henry, Louis Siegbert & Bro., 72 Leonard St., New York, N. Y.
- Shaw, Philip M., Broker, 15 William St., New York, N. Y.
- Shutt, Geo. M., Cotton Commission, Geo. M. Shutt & Co., 66-70 Beaver St., New York, N. Y.
- Siedenburg, Reinhard, Jr., Cotton Commission, Reinhard Siedenburg & Co., 75 Cotton Exchange Bldg., New York, N. Y.
- Siedenburg, Theo., Broker, Cotton Exchange Bldg., New York, N. Y.
- Siegbert, Julius, Louis Siegbert & Bro., 114 Greene Street, New York, N. Y.
- Smith, Elijah P., Woodward, Baldwin & Co., 43 & 45 Worth St., New York, N. Y.
- Sorrells, Charles J., Cotton Commission, Heineken & Vogelsang, Coffee Exchange Bldg., New York, N. Y.
- Springs & Co., New York Cotton Exchange, New York, N. Y.
- Steele, S. H., Textile Manufacturers' Journal, 377 Broadway, New York, N. Y.
- Stevens, J. P., J. P. Stevens & Co., 23 Thomas St., New York, N. Y.

- Suffern, Robt. A., Member Suffern & Suffern, 96 Wall St., New York, N. Y.  
Tannahill, Edmund D., Paulson, Linkroum & Co., New York, N. Y.  
Tiedeman, Irvin B., Mgr., 72 Leonard St., New York, N. Y.  
Tolar, John R., Tolar & Hart, 88 Leonard St., New York, N. Y.  
Walcott, George, 2nd Vice-Pres. Hunter Manufacturing & Commission Co., 58-60 Worth St., New York, N. Y.  
Walden, E. B., General Sales Manager, Corn Products Refining Co., 26 Broadway, N. Y.  
Waters, Spencer, New York Cotton Exchange, New York, N. Y.  
Weld, Edward M., Stephen M. Weld & Co., New York, N. Y.  
Whitman, C. & Co., 39 Leonard Street, New York, N. Y.  
Whitman, Malcolm D., Vice-Pres. Wm. Whitman & Co. Inc., 25 Madison Ave., New York, N. Y.  
Wilson, G. Howard, Broker, 31 Cotton Exchange Bldg., New York, N. Y.  
Woodruff, Henry G., Commission Merchant, Wilmerding, Morris & Mitchell, 374 Broadway, New York, N. Y.  
Young, Charles C., 117 Hudson St., P. O. 2162, New York, N. Y.
- 

## NORTH CAROLINA

## ASSOCIATE

- Abbott, F. C., F. C. Abbott & Co., Charlotte, N. C.  
Alexander, R. O., Charlotte, N. C.  
Allen, Paul H., Watson & Allen, Charlotte, N. C.  
Baldwin, J. A., Pres. Southern Industrial Institute, Charlotte, N. C.  
Balthis, W. L., W. L. Balthis & Co., Gastonia, N. C.  
Biberstein, R. C., Mill Engineer, Charlotte, N. C.  
Brenizer, A. G., Pres. Commercial National Bank, Charlotte, N. C.  
Buck, Robt. E., Arnold, Hoffman & Co., Greensboro, N. C.  
Buxton, G. T., Factory Insurance Association, Charlotte, N. C.  
Constable, Thos. M., So. Representative Catlin & Co., Charlotte, N. C.  
Conway, J. W., General Fire Extinguisher Co., Charlotte, N. C.  
Cothran, J. S., Charlotte, N. C.  
Cutter, J. H., J. H. Cutter & Co., Charlotte, N. C.  
Dabbs, John L., So. Representative A. Klipstein & Co., Charlotte, N. C.  
Dabbs, B. R., Traveling Salesman, Vacuum Dyeing Machine Co., Box 405, Charlotte, N. C.  
Dalton, R. I., Salesman, Stuart W. Cramer, Charlotte, N. C.  
Davis, Rogers W., So. Rep. Saco-Lowell Shops, Charlotte, N. C.  
Dangerfield, J. Haigh, Charlotte, N. C.

- Dickson, L. C., Cotton Yarn Commission Merchant, Charlotte, N. C.  
Dowd, W. C., American Textile Manufacturer, Charlotte, N. C.  
Emerson, Cherry, Textile Dept. Westinghouse Electric & Mfg. Co.,  
American Building, Charlotte, N. C.  
Escott, A. E., Secretary & Treas. The Mill News, Charlotte, N. C.  
Glenn, R. W., Representative A. Klipstein & Co., Greensboro, N. C.  
Green, L. E., Salesman Cassella Color Co., Charlotte, N. C.  
Hathaway, W. B., Universal Winding Co., Box 764, Charlotte, N. C.  
Hodge, William B., Stuart W. Cramer, Charlotte, N. C.  
Horner, J. W., Salesman W. H. Bigelow, Agent, Charlotte, N. C.  
Hutton & Bourbonnais, Manufacturers of Boxes, Hickory, N. C.  
Jackson, Frederic, Representative Universal Winding Co., Charlotte,  
N. C.  
Johnson, Charles E., Pres. Carolina Power & Light Co. and Yadkin  
River Power Co., Raleigh, N. C.  
Klinck, J., Manager I. & P. Division, Westinghouse Electric & Mfg.  
Co., American Bldg., Charlotte, N. C.  
Latta, A. W., General Electric Co., Charlotte, N. C.  
Leslie, James, Pro. Loom Reed and Harness Co., Charlotte, N. C.  
McMahon, P. L., Treas. Textile Mill Supply Co., Charlotte, N. C.  
MacRae, Cameron, So. Representative Arabol Mfg. Co., Charlotte, N. C.  
Murrill, H. A., Pres. and Treas. Queen City Printing and Paper Co.,  
Charlotte, N. C.  
Pierce, Charles W., Universal Winding Co., Box 764, Charlotte, N. C.  
Porcher, W. H., Stuart W. Cramer, Charlotte, N. C.  
Prott, W. B., Salesman W. H. Bigelow, Agent, Charlotte, N. C.  
Reid, E. S., Franklin D'Olier & Co., Charlotte, N. C.  
Regan, John, Salesman Crompton & Knowles Loom Works, Charlotte,  
N. C.  
Rose, John M., Rose Bros., Charlotte, N. C.  
Schoolfield, J. H., So. Representative Wm. Whitman & Co., Charlotte,  
N. C.  
Schott, John, John W. Fries, Charlotte, N. C.  
Sprunt, Alexander & Son, Cotton Exporters, Wilmington, N. C.  
Thomas, Richard D., Southern Agent Joseph Sykes & Bros., Charlotte,  
N. C.  
Thompson, R. L., The Consolidated Co., Spray, N. C.  
Walker, Robert J., Berlin Aniline Works, Charlotte, N. C.  
Washburn, U. S., A. H. Washburn, Charlotte, N. C.  
Williard, W. H., Salesman Cassella Color Co., Box 26, Greensboro,  
N. C.  
Wray, Rush T., DeHaven Mfg. Co., Charlotte, N. C.  
Wylie, W. H., Jr., Sales Agent General Electric Co., Charlotte, N. C.

## OHIO

## ASSOCIATE

- Goggett, L. S., Treas. Putnam-Hooker Co., Cincinnati, Ohio.  
Hooker, K. R., 1st Vice-Pres. The Putnam-Hooker Co., 101 East Third St., Cincinnati, Ohio.  
Putnam-Hooker Co., Commission Merchants, Cincinnati, Ohio.
- 

## PENNSYLVANIA

## ASSOCIATE

- Barry, J. H., Trav. Representative E. F. Houghton & Co., 240 Somerset St., Philadelphia, Pa.  
Butterworth, Harry W., Secretary H. W. Butterworth & Co., Philadelphia, Pa.  
Detwilder, H. A., Valvoline Oil Co., 4001 North 5th St., Philadelphia, Pa.  
D'Olier, Franklin W., Franklin D'Olier & Co., 3d and Chestnut Sts., Philadelphia, Pa.  
Etherington, Burton, Franklin D'Olier & Co., Philadelphia, Pa.  
Fleming, Arthur I., Catlin & Co., 206 Chestnut St., Philadelphia, Pa.  
Freeman, Arthur C., Representative H. W. Butterworth & Sons Co., York and Cedar Streets, Philadelphia, Pa.  
Gerry, Roland, Asst. Gen. Sales Agent, Jones & Laughlin Steel Co., Pittsburg, Pa.  
Gilkey, Pyram L., Albert Ivins Croll, Philadelphia, Pa.  
Glynn, Martin P., Cannon Mills, Philadelphia, Pa.  
Haas, Dr. Joseph C., Demonstrator E. F. Houghton & Co., 3rd American and Somerset Sts., Philadelphia, Pa.  
Handy, Forrest B., 302 Mariner and Merchant Bldg., Philadelphia, Pa.  
Harvey, William S., Pres. Philadelphia Commercial Museum, 119 S. 4th St., Philadelphia, Pa.  
Hoffman, Miles P., Yarn Commission Merchant, 418-419 Mariner and Merchant Bldg., Philadelphia, Pa.  
Hyde, Edward S., Edward S. Hyde, 226 Chestnut St., Philadelphia, Pa.  
Jenkins, E. W., Geo. W. Chopin, Philadelphia, Pa.  
McFadden, Geo. H. & Bro., Philadelphia, Pa.  
Mellor, Norman, Prop. Arguto Oilless Bearing Co., Wayne Junction, Philadelphia, Pa.  
Mitchell, Geo. B., Jones & Laughlin Steel Co., Pittsburg, Pa.  
Muller, L. P., Muller, Riddle & Co., 206 Chestnut St., Philadelphia, Pa.  
Murphy, Louis Edward, Asst. Mgr. E. F. Houghton Co., 3rd American and Somerset Street, Philadelphia, Pa.  
Rudderrow, Morris W., American Pulley Co., Philadelphia, Pa.



- Russell, S., Jr., Philadelphia Manager Crocker-Wheeler Co., North American Bldg., Philadelphia, Pa.  
Schell, Taylor & Longstreth, Commission Merchants, 230 Chestnut St., Philadelphia, Pa.  
Sellers, Alexander, Vice-Pres. William Sellers & Co. Inc., 1600 Hamilton St., Philadelphia, Pa.  
Sharples, Walter M., Jr., W. M. & F. W. Sharples, 123 Chestnut St., Philadelphia, Pa.  
Steel, Philip S., W. M. & F. W. Sharples, Philadelphia, Pa.  
Switzer, Edward T., Special Representative Aberfoyle Mfg. Co., 310 LaFayette Bldg., Philadelphia, Pa.  
Taylor, Anthony W., Cotton Yarns, Henry W. Taylor's Sons, Mariner and Merchants Bldg., Philadelphia, Pa.  
Tracey, John N., Yarn Broker, 222 Mariner and Merchants Bldg., Philadelphia, Pa.  
Wallworth, J. F., J. Wallworth's Sons, 32 North Front St., Philadelphia, Pa.  
Wilson, J. L., J. L. Wilson & Co., Philadelphia, Pa.
- 

## RHODE ISLAND

### ASSOCIATE

- Ballou, H. D., Gen. Mgr. Macrodi-Fibre Co., Woonsocket, R. I.  
Barrett, J. B., Agent Franklin Process Co., 291 Promenade St., Providence, R. I.  
Beede, Hubert G., Gen. Supt. Fales & Jenks Machine Co., Pawtucket, R. I.  
Bogert, Theodore P., Sec. Manufacturers Mutual Fire Ins. Co., Providence, R. I.  
Bowen, Amos, Treas. United States Ring Traveler Co., 92 Westfield St., Providence, R. I.  
Campbell, Leon W., Woonsocket Machine & Press Co., Woonsocket, R. I.  
Chadwick, George Bradford, Cotton Yarn Broker, Providence, R. I.  
Chase, Frederic A., Treas. National Ring Traveler Co., Providence, R. I.  
Dixon, Ezra, Dixon Saddle Co., Bristol, R. I.  
Easton, Fred W., Treas. Easton & Burnham Machine Co., Pawtucket, R. I.  
Gardner, Howard I., Cotton Yarn and Cloth Broker, E. F. Child Co., Providence, R. I.  
Howe, C. R., Salesman, Crompton & Knowles Loom Works, Providence, R. I.  
Howe, Frederic W., Manager Providence Works, Crompton & Knowles Loom Works, Providence, R. I.

Jenks, Robert R., Fales & Jenks Machine Co., Pawtucket, R. I.  
Johnson, Wm. C., Cotton Yarn Commission, Johnson & Walker, 27 Exchange St., Providence, R. I.  
Kendrick, John E., Pres. American Supply Co., Providence, R. I.  
McBee, Wm. B., Pres. Blackstone Mutual Fire Ins. Co., 802 Banigan Bldg., Providence, R. I.  
Potter, James C., Pres. Potter & Johnson Machine Co., Pawtucket, R. I.  
Richardson, E. R., Asst. Treas. Howard & Bullough, American Machine Co., Pawtucket, R. I.  
Rusden, E. A., Vice-Pres. Textile Finishing Machinery Co., Providence, R. I.  
Scott, Henry L., Henry L. Scott & Co., Providence, R. I.  
Sheldon, Arthur N., F. P. Sheldon & Son, Providence, R. I.  
St. Onge, Amasa, The Brown-St. Onge Co., Providence, R. I.  
Street, John F., John F. Street & Co., Providence, R. I.  
Thompson, W. P., Salesman Textile Finishing Machinery Co., Providence, R. I.  
Thorpe, J. Henry, Sales Agent U. S. Bobbin & Shuttle Co., Providence, R. I.  
Walker, J. Townsend, Cotton Yarn Commission, Johnson & Walker, 27 Exchange St., Providence, R. I.  
West, Alexander S., Salesman Rice's Mill White, 12 Dudley St., Providence, R. I.  
Wilson, Geo. H., Treas. U. S. Bobbin & Shuttle Co., Providence, R. I.

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## SOUTH CAROLINA

### ASSOCIATE

Andrews, Isaac, Pres. and Treas. Andrews Loom, Reed and Harness Works, Spartanburg, S. C.  
Cardwell, D., Asst. Gen. Freight Agent, Southern Railway, Columbia, S. C.  
Cary, Louis H., Cooper & Griffin, Inc., Greenville, S. C.  
Cooke, W. C., Cotton Dealer, Spartanburg, S. C.  
Gilreath, W. A., Cotton Dealer, W. A. Gilreath & Co., Greenville, S. C.  
Guion, Vivian Q., So. Rep. Corn Products Refining Co., Greenville, S. C.  
Heath, M. C., Columbia, S. C.  
MacNider, G. M., Sales Representative, National Starch Co., Greenville, S. C.  
Maxwell, James H., So. Rep. The Keever Starch Co., Box 615, Greenville, S. C.  
Sirrene, J. E., Mill Engineer, Greenville, S. C.

Sirrine, Wm. G., Pres. Security Storage Co., Greenville, S. C.  
Smith, A. G., Southern Representative, National Starch Co., Greenville,  
S. C.  
Spencer, J. H., Manager, Barber-Colman Co., Greenville, S. C.  
Tennent, E. S., Dealer in Mill Supplies, Spartanburg, S. C.  
Webb, C. S., Cotton Broker, Webb & Co., Greenville, S. C.  
West, James A., Jr., Traveling Salesman Carolina Supply Co., Green-  
ville, S. C.

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## TENNESSEE

### ASSOCIATE

Byars, J. Cloud, Southern Representative, Spring Coal Co. (Boston,  
Mass.), Bristol, Va.-Tenn.  
Campbell, A. H., Member A. H. Campbell & Co., Memphis, Tenn.  
Crump, F. M. & Co., Cotton Merchants, 14 So. Front St., Memphis,  
Tenn.  
Embury & Maury, Cotton Merchants, Memphis, Tenn.  
Ferrall, Charles C., Pres. Farnsworth-Evans Co., Memphis, Tenn.  
Fox, John A., Secretary-Manager Mississippi River Levee Ass'n., Mem-  
phis, Tenn.  
Newburger Cotton Co., 60 Front St., Memphis, Tenn.  
Williams, John S., Williams, Smithwick & Co., Memphis, Tenn.

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## VIRGINIA

### ASSOCIATE

Cary, Samuel B., Castner, Curran & Bullit, Roanoke, Va.  
Mitchell, J. Y. S., Traveling Freight Agent, Merchants and Miners  
Trans. Co., Norfolk, Va.  
Turpin, E. S., Mgr. Richmond Office, Chesapeake & Ohio Coal Agency  
Co., Richmond, Va.  
Woodfin, H. K., Trav. Freight Agent, Clyde S. S. Co., Richmond, Va.

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## EGYPT

### ASSOCIATE

Reinhart, Alfred, Cotton Merchant Alfred Reinhart & Co., Alexandria,  
Egypt.

## Summary

STATES	HONORARY	ACTIVE	ASSOCIATE	TOTAL
Alabama . . . . .		14	3	17
Connecticut . . . . .		1	2	3
District of Columbia . . . . .			2	2
Georgia . . . . .		34	13	47
Indiana . . . . .		2		2
Kentucky . . . . .		2		2
Louisiana . . . . .		2	2	4
Maine . . . . .			2	2
Maryland . . . . .		3	2	5
Massachusetts . . . . .		43	38	81
Michigan . . . . .		1	1	2
Minnesota . . . . .		1		1
Mississippi . . . . .		8	1	9
Missouri . . . . .		2	1	3
New Hampshire . . . . .			2	2
New Jersey . . . . .		1	1	2
New York . . . . .		23	103	126
North Carolina . . . . .	1	134	52	187
Ohio . . . . .		1	3	4
Oklahoma . . . . .		1		1
Pennsylvania . . . . .		18	32	50
Rhode Island . . . . .		10	29	39
South Carolina . . . . .	2	72	16	90
Tennessee . . . . .		5	8	13
Texas . . . . .		6		6
Virginia . . . . .		4	4	8
Wisconsin . . . . .		1		1
Canada . . . . .		1		1
Egypt. . . . .			1	1
England . . . . .	1			1
Japan . . . . .		1		1
	4	391	318	713

## GUESTS

### Attending Nineteenth Annual Convention at Memphis, Tenn., April 13 and 14, 1914

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Ackerman, R. H., South American Agency So. Ry., Chattanooga, Tenn.  
Alexander, G. G., G. G. Alexander & Co., Greenville, Miss.  
Anderson, E. B., Union Oil & Cotton Co., Jackson, Miss.  
Andrews, F. W., Phoenix Cotton Oil Co., Memphis, Tenn.  
Arnold, L. L., Editor "Cotton," Atlanta, Ga.  
Barnwell, Geo. R., Old Dominion S. S. Co., Atlanta, Ga.  
Benchley, W. K., International Shoe Co., St. Louis, Mo.  
Beecher, B. B., B. B. Beecher & Co., Memphis, Tenn.  
Boyd, W. C., Southern Novelty Co., Hartsville, S. C.  
Boyer, C. G., Agent Interstate Despatch, Memphis, Tenn.  
Bradley, W. E., A. G. Hyde & Co., Philadelphia, Pa.  
Branch, J. E., Frisco Lines, Atlanta, Ga.  
Brown, Charles N., Lincoln Cotton Mills, Evansville, Ind.  
Brown, G. E., News Scimitar, Memphis, Tenn.  
Brownell, C. R., G. S. Brownell, Worcester, Mass.  
Bryant, Mrs. A. W., Charlotte, N. C.  
Buchanan, R. E., Frisco Lines, Memphis, Tenn.  
Carr, Roy, Memphis Terminal Corporation, Memphis, Tenn.  
Carroll, V. E., Textile Manufacturers Journal, New York, N. Y.  
Carlton, James F., Com. Agent, A. B. & A. R. R., Memphis, Tenn.  
Carter, A. B., So. Rep. Victor Shaw Ring Traveler Co., Greenville, S. C.  
Carter, A. B., Secretary Southern Textile Association, Greenville, S. C.  
Collier, Rawson, Georgia Ry. & Power Co., Atlanta, Ga.  
Collins, Le Seur T., Marshall & Co., Boston, Mass.  
Cothran, C. H., Hubbard Power Co., New York, N. Y.  
Crenshaw, W. D., Memphis, Tenn.  
Crook, J. Gaddis, J. St. Mary, Cotton Merchant, Charlotte, N. C.  
Davis, Chas. C., Schermerhorn Bros. Co., Chicago, Ill.  
Daniels, H. F., Norfolk & Western Railway, Memphis, Tenn.  
Dean, Geo. A., Douglas Co., Cedar Rapids, Iowa.  
Dowling, Miss M., Memphis, Tenn.  
Dozier, R. M., Commercial Agent, Missouri Pacific Ry., Memphis, Tenn.  
Duell, W. S., Gen. Mgr. Klauder-Weldon Dyeing Machine Co., Amsterdam, N. Y.  
Ellett, John, Cohn & Ellett, Memphis, Tenn.  
Ellis, C. P., Jr., C. P. Ellis & Co., New Orleans, La.

- Ely, J. A., Wilson Ward Co., Memphis, Tenn.  
Falls, L. D., American Finishing Co., Memphis, Tenn.  
Flippin, John, Flippin & Jones, Memphis, Tenn.  
Forbes, Arthur J., City Editor The Commercial Appeal, Memphis, Tenn.  
Forrest, C. A., Frisco Lines, Atlanta, Ga.  
Fowler, F. S., S. Quilhot & Son, Amsterdam, N. Y.  
Fowles, F. R., Tennessee Power Co., Chattanooga, Tenn.  
Fox, John W., Southern Power Co., Charlotte, N. C.  
Fuller, Arch S., John Hetherington & Sons Ltd., Boston, Mass.  
Galloway, J. C., N. C. & St. L. Ry., Memphis, Tenn.  
Gibbons, W. J., Memphis Terminal Corporation, Memphis, Tenn.  
Gilfillin, D., Howard & Bullough Machine Co., Atlanta, Ga.  
Gilmore, E. D., Amory, Miss.  
Gray, J. L., Supt. Gray Mfg. Co., Gastonia, N. C.  
Greenspan, A., Daily Trade Record of New York City, Memphis, Tenn.  
Gross, H., Lafayette, Ind.  
Gunter, Chas. W., J. L. Coker & Co., Hartsville, S. C.  
Gunter, G. F., M. H. Gunter & Co., Memphis, Tenn.  
Hazlehurst, E. D., H. C. Nall & Co., Memphis, Tenn.  
Hender, M. H., Augusta-Aiken Ry. & Electric Corp., Augusta, Ga.  
Higbee, C. T., Kron Scale Co., Jackson, Tenn.  
Hill, O. E., J. E. Edwards & Co., Greenville, Ark.  
Holland, A. B., Clipper Belt Lace Co., Grand Rapids, Mich.  
Hudson, A. R., A. R. Hudson & Co., Memphis, Tenn.  
Hutchison, A. C., The J. H. W. Steele Co., Memphis, Tenn.  
Irwin, A. A., Old Dominion S. S. Co., Atlanta, Ga.  
Jenness, R. J., Walker Bros. & Co. Ltd., New Orleans, La.  
Lawrence, James, Geo. H. McFadden & Bro., Boston, Mass.  
Lee, Wm., Representative J. H. Mayes, Charlotte, N. C.  
Levinstein, S., Orvis Bros. & Co., New York, N. Y.  
Lewis, W. O., Frisco Lines, Memphis, Tenn.  
Lewis, Miss, Memphis, Tenn.  
Lilliard, Charles, Jr., Frisco Lines, Memphis, Tenn.  
Long, Rev. T. M., Memphis, Tenn.  
Lord, Henry G., Lord & Nagle, Textile World Record, Boston, Mass.  
Lyman, Herbert, Merrimack Mfg. Co., Boston, Mass.  
Macgregor, Fred, Frisco Lines, Memphis, Tenn.  
Macgregor, Geo. F., A. G. F. A. Frisco Lines, Memphis, Tenn.  
McGowan, Miss M. L., Memphis Terminal Corporation, Memphis, Tenn.  
McKnight, L. E., Memphis Terminal Corp., Memphis, Tenn.  
Macomber, W. M., Norfolk & Western Ry., Boston, Mass.  
Matthews, A. P., Frisco Lines, Atlanta, Ga.  
Meadows, Wm. R., Dept. Agriculture, Washington, D. C.

- Mitchell, O. L., New York Central Lines, Chattanooga, Tenn.  
Mellett, J. E., Georgia Railway & Power Co., Atlanta, Ga.  
Morris, H. E., St. L. & S. F. R. R., St. Louis, Mo.  
Morrison, J. E., Chief Engineer, Memphis Terminal Corporation, Memphis, Tenn.  
Motley, Edward, Curtis & Sanger, Boston, Mass.  
Morvill, F. G., Paramount Knitting Co., Chicago, Ill.  
Nagle, Frank L., Textile World Record, Boston, Mass.  
Nall, H. C., Jr., H. C. Nall & Co., Memphis, Tenn.  
Nebhut, B. B., B. B. Nebhut Cotton Co., Memphis, Tenn.  
Newburger, Joseph, Newburger Cotton Co., Memphis, Tenn.  
Nolting, G. A., Jr., O. D. Steamship Co., Richmond, Va.  
North, Frank G., Arnold-Hoffman Co. Inc., Providence, R. I.  
Nunnery, W. E., Lackawanna Lines, Memphis, Tenn.  
Ousley, Matthias, Jr., U. S. Ring Traveler Co., Providence, R. I.  
Palmer, J. S., U. S. Gutta Percha Paint Co., Greenville, S. C.  
Parks, F. W., G. M. Parks Co., Fitchburg, Mass.  
Parker, H. B., Dept. Agriculture, Washington, D. C.  
Patterson, S. B., Commercial Agent, Missouri Pacific Railway, Greensboro, N. C.  
Pescia, Lee, Com. Agent, Wabash R. R., Memphis, Tenn.  
Porter, Samuel C., Old Dominion Steamship Co., Atlanta, Ga.  
Porter, E. W., Porter, Weaver & Co., Memphis, Tenn.  
Quinlan, Thomas, Jr., Cincinnati Chamber of Commerce, Cincinnati, O.  
Radcliff, W. C., Secretary Chamber of Commerce, Birmingham, Ala.  
Reynolds, L. R., Gould & Co., McCrory, Ark.  
Richards, S. B., Memphis Terminal Corporation, Memphis, Tenn.  
Richardson, W. G., Union Seed & Fertilizer Co., Jackson, Miss.  
Rose, Josiah T., Treas. W. R. C. Smith Publishing Co., Atlanta, Ga.  
Rowell, J. Kirk, American Kron Scale Co., Louisville, Ky.  
Russell, C. A., Southern Railway, Memphis, Tenn.  
Schenck, Miss D. B., Memphis, Tenn.  
Schloss, H. B., H. B. Schloss & Co., Memphis, Tenn.  
Schwartz, Godfrey L., Memphis Terminal Corporation, Memphis, Tenn.  
Scott, John F., High Point, N. C.  
Shannon, W. C., M. & M. T. Co., Atlanta, Ga.  
Smith, Carroll H., M. & M. T. Co., Atlanta, Ga.  
Smith, Milton G., Jones & McLaughlin Steel Co., Greenville, S. C.  
Spicer, F. K., Commercial Appeal, Memphis, Tenn.  
Springs, Mrs. Leroy, Lancaster, S. C.  
Sproles, J. A., Memphis, Tenn.  
Steen, J. M., Memphis, Tenn.  
Stewart, R. W., Walker Bros. & Co. Ltd., New Orleans, La.

Stewart, C. C., Southern Railway, Memphis, Tenn.  
Stone, S. P., Stone Cotton Co., Amory, Miss.  
Stowell, Mrs. Gertrude, Memphis, Tenn.  
Street, Mrs. John F., Providence, R. I.  
Sullivan, Ed., Memphis Terminal Corporation, Memphis, Tenn.  
Talbott, W. S., Dennison Mfg. Co., Boston, Mass.  
Taylor, Charles C., A. G. F. A. M. & O. R. R. Co., Memphis, Tenn.  
Taylor, J. A., Memphis, Tenn.  
Therrell, G., Therrell & Co., Aberdeen, Miss.  
Thompson, C. P., Trion Mfg. Co., Trion, Ga.  
Traywick, D. D., Jennings & Bryant, Agents, Charlotte, N. C.  
Traywick, Mrs. D. D., Charlotte, N. C.  
Trenham, Miss M., Memphis Terminal Corporation, Memphis, Tenn.  
Trice, R. L., Tupelo Cotton Mill Co., Tupelo, Miss.  
Trimble, W. W., Soliciting Agent, Iron Mountain Railway, Memphis, Tenn.  
Turner, R. A., Penn. R. R., Charlotte, N. C.  
Turner, W. G., Vice-Pres. Memphis Terminal Corp., Memphis, Tenn.  
Vickery, J. L., Hubbard Bros. Co., New York, N. Y.  
Wagner, W. L., Tupelo Cotton Mills, Tupelo, Miss.  
Walker, E. J., N. C. & St. L. Ry., Atlanta, Ga.  
Waynesburg, M. W., B. & O. R. R., Memphis, Tenn.  
Weaver, D. S., Porter, Weaver & Co., Memphis, Tenn.  
Whitaker, E. L., American Finishing Co., Memphis, Tenn.  
Williams, J. W., Frisco Lines, Birmingham, Ala.  
Williams, W. M., Huntsville Knitting Co., Huntsville, Ala.  
Winter, J. D., Winter, Mann Co., Leland, Miss.  
Withers, L. C., Withers & Barnhardt, Charlotte, N. C.  
Wood, W. C., Jr., Star Union Line, Memphis, Tenn.  
Wylde, Harry, Lawrence, Mass.





**PROGRAM**  
**OF THE**  
**Nineteenth Annual Convention**



**HOTEL CHISCA**  
**MEMPHIS, TENN.**  
**APRIL 13 and 14, 1915**

## PROGRAM

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**Tuesday, April 13th, 10 a. m.**

Call to order by **PRESIDENT T. I. HICKMAN.**

Prayer—**REV. HENRY F. DUGAN.**

Address of Welcome—**HON. E. H. CRUMP.**

Reply to Address of Welcome—**MR. W. A. ERWIN.**

Announcements.

Annual Address—**PRESIDENT T. I. HICKMAN.**

Address—*Possible Increased Use of Electrical and Pneumatic Forces  
in Textile Machinery.*

—**MR. FRANK NASMITH**, Editor *Textile Recorder*,  
Manchester, England.

Discussion.

Address—*Condition of the Present Dyestuff Situation,*

—**MR. E. C. KLIPSTEIN**, New York.

Discussion.

Address—*General Business Efficiency in Connection with Cotton Mill  
Management,*

—**MR. J. T. ROSE**, Atlanta, Ga.

Discussion.

### REPORTS OF COMMITTEES:

Textile Alliance,

**Mr. A. M. Patterson**, President

National Council,

**Mr. T. I. Hickman**, Chairman

Tariff and Legislation,

**Mr. R. M. Miller, Jr.**, Chairman

**Tuesday, April 13th, 8 p. m.**

Lecture on South America, with lantern slides.

**MR. CHARLES T. PLUNKETT**, Adams, Mass.

## Wednesday, April 14th, 10 a. m.

Call to Order—PRESIDENT T. I. HICKMAN.

Announcements.

Address—*Trade Abuses and a Remedy*,

—MR. KENNETH R. HOOKER, Cincinnati, Ohio.

Discussion.

Address—*Agricultural and Mechanical College Work*,

—PRES. D. H. HILL, Raleigh, N. C.

Discussion.

Address—*The Development of Export Trade in Cotton Goods*,

—MR. M. P. MOSELEY, New York, N. Y.

Discussion.

### REPORTS OF COMMITTEES:

Trade Abuses,

Mr. Ceasar Cone, Chairman

Duke Warehouse Plan,

Mr. S. W. Cramer, Chairman

Importation of Foreign Grown Cotton,

Mr. J. H. Separk, Chairman

Foreign Trade Council Meeting,

Mr. James Maynard, Chairman

Report of Secretary and Treasurer.

Report of Committee on Resolutions.

New Business.

Election of Officers.

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## Entertainment Program

### COMPLIMENTS BUSINESS MEN'S CLUB, MEMPHIS

APRIL 13—12.30 P. M.

Special train to Memphis Terminal Corporation Plant, where in addition to seeing that very large and interesting Cotton Warehouse, a Barbecue de Lux will be given by the Members of the Memphis Cotton Exchange.

APRIL 14—5 P. M.

Boat Ride around Memphis Harbor.

Refreshments—Music—Cabaret.

Returning to dock about 9 P. M.

## **RULES TO GOVERN THE CONVENTION**

1. The deliberations of this body will be governed by the Manual of Rules in use by the United States Senate.
2. Members addressing the chair will please announce their name and State to which they belong, in order to receive proper recognition.
3. Remarks by members on the floor shall be limited to ten minutes, and additional time shall be granted by consent of the Convention. Under no circumstances shall an extension beyond thirty minutes be granted except by unanimous consent of the Convention.
4. No member shall be permitted to speak twice on the same subject except by consent of the Convention.
5. All resolutions to the Convention shall be presented in duplicate, signed by the proponent and handed to the Secretary, to be by him referred to the President without reading or debate.
6. Each active member shall be entitled to vote or speak on any matter presented before the Convention.
7. Discussion of any subject may be terminated at any time by vote of the Convention.

NINETEENTH  
ANNUAL CONVENTION  
OF THE  
American Cotton Manufacturers  
Association

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HOTEL CHISCA  
MEMPHIS, TENN.  
April 13 and 14, 1915

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FIRST DAY

Tuesday, April 13, 1915.

The Convention was called to order by President Hickman at 10.00 A. M.

PRESIDENT HICKMAN: It gives me great pleasure to announce that the Nineteenth Annual Convention of the American Cotton Manufacturers Association is now in session, and will open with prayer by Reverend Henry F. Dugan, Pastor St. Peter's Catholc Church.

Prayer.

SECRETARY BRYANT: I would like for you to fill up the front seats, we want to take a picture of the party in the room.

PRESIDENT HICKMAN: The Address of Welcome to our Association will be made by Mr. Charles M. Bryan, represent-

ing Hon. E. H. Crump, Mayor of the City of Memphis, who is unable to be with us. (Applause.)

### ADDRESS OF WELCOME

MR. CHARLES M. BRYAN, Attorney, Memphis, Tenn.

*Mr. President and Gentlemen:*

I take a great deal of pleasure in extending to you on this occasion a welcome to the city of Memphis. It is to me a source of great personal gratification to see that there are this many cotton manufacturers in existence; probably this will strengthen the feeling of optimism which prevails today among mills. I thought that all the cotton manufacturers were dead, and so I am glad to see you here and know that you are still alive in the South, and on this occasion we feel glad to have you with us here in Memphis because we think we have something here to show you that ought to appeal to you. I noticed that one of your distinguished representatives here the other day spoke of the unrivaled advantages that Memphis offered to members of your Association. Memphis offers these advantages and we are glad that the members of this Association will come to Memphis not only on occasions like this, but we would like for you to bring your mills here and become a part of us, and that you will overlook our faults and remember only our virtues. We have here every convenience and facility for your prosperity and a people that will work for you and with you.

We hope and believe our committees will show you these advantages and convince you that this is not only a good place to visit, but also to live and work.

Gentlemen, we welcome you now and we expect you back frequently in the future. (Applause.)

PRESIDENT HICKMAN: Reply to the Address of Welcome will be made by Mr. W. A. Erwin, former President of this Association. Mr. Erwin please come to the front. (Applause.)

## REPLY TO ADDRESS OF WELCOME

MR. W. A. ERWIN, West Durham, N. C.

*Mr. Bryan, My Friends:*

I am sure we are all glad we are living and that we have come to convince our Memphis friends of that one fact that having died, we have life again, and while here my friends, let us not forget the fact that we cannot only see, but hear the Angels sing. Let us feel and realize that prosperity hovers around the city, and that we can sail our boats, we can swim, and we can ride in the "jitneys" with no feeling of gloom about us.

It gives us very great pleasure to be here, and on behalf of the Association, I wish to express very great appreciation of this hearty welcome. We have held our Conventions in many cities of the East; in Atlanta, in Charlotte, in Richmond, in Washington, in Philadelphia, and last year in the great city of New York, but my friends, we feel today that in none of these cities did we find that broad spirit of Americanism—backed up by the best of men—more evidenced than in Memphis. (Applause.)

We feel thrice happy to be here with you, and have made up our minds to rejoice with you in the fact that you are man enough to come out and say, "We are a dry town." We feel that we shall be happy all the time we are here, and feel that we will hereafter make Memphis our Convention City. (Applause.)

## ANNOUNCEMENTS

MR. JOSEPH NEWBURGER: Gentlemen, I am not down on the bill to make a speech here, but I want to say, we welcome you to Memphis. In the first place, we want you to know that you are in one of the largest inland cotton markets in the world. We want you to know that we handle from 2,000,000 to 2,500,000 bales of cotton through this city every year.

I want also to call attention to a statement in the morning paper that the American Cotton Manufacturers Associa-



tion represents \$7,000,000. This paper must have lost a couple of figures somewhere as this Association really represents more than \$700,000,000.00 and I think this correction should be made. (Applause.)

At 2.00 o'clock this afternoon at the Grand Central Station cars will be provided to take you to South Memphis, where we want to show you one of the largest cotton warehouses in the world, with the latest labor-saving devices and various processes through which the cotton passes from the plantation to the consumer.

Coming back, at the foot of Monroe Street we will take the steamer Idlewild for a three hours' cruise on the Mississippi River. We will have music and while we are dry, we still have some of the liquid refreshments left over from last season.

The ladies are especially invited, not only to take the boat trip, but also to visit the warehouse plant.

Tomorrow afternoon we will have automobiles at the Chisca Hotel at 2.30 to drive you over the city and verify these great things we have told you about, and show you some of our beautiful parks—Overton and Riverside—ending up at the greatest Country Club in the South. We are going to have an excellent dinner at the Club, and the entertainment committee have made up their minds to leave no stone unturned, but to do everything in their power to make your stay in the city of Memphis the most memorable in the South.

Now, the Cotton Exchange would like to do something to help entertain you gentlemen, and we have arranged for all gentlemen to have a ticket which will allow free access to the Exchange, and the house is open to you all. You can go there and look at the greatest Cotton Exchange in the United States. I make this statement without fear of contradiction—and if you buy a hundred bales of cotton, they will kiss you. (Laughter.)

I hope and pray that you will all have a good time (Applause.)

MR. TURNER: I would like to say, first that the time of departure of the train will be 2.30 o'clock instead of 2.00; this has been corrected by Mr. McKnight. The train will leave the Grand Central Station promptly at 2.30; you should leave the hotel at 2.00 o'clock.

Another point I desire to make on behalf of the Memphis Terminal Corporation is that we hope you will bear in mind that when you come out to the plant, you will exercise every care in getting in and out of the train. My reason for making this announcement is that you will come up to the platform where the platform passenger step will not dovetail with the platform, and to avoid any possible accident, we ask that you watch this in getting on and off.

Next, the Memphis Terminal Corporation is desirous of having the ladies who are with you on this occasion, visit the plant with us.

Another and last announcement is, as we expect about 500 or 600 people, Mr. Bryant and myself will take charge of the first squad and will divide up into different squads, and you will go with your representative, who will be appointed, so as not to have any confusion, and so you will not fail to see everything.

It is useless to say in closing, that the different organizations welcome you from the bottom of our hearts. (Applause.)

SECRETARY BRYANT: In connection with Mr. Turner's announcement that the party be divided, I will ask Mr. Traywick, my Secretary, with one of Mr. Turner's representatives, to take charge of one squad; Mr. S. H. Steele, together with another superintendent of the Terminal Corporation, to take charge of another squad; and Mr. L. L. Arnold, with a superintendent, to take charge of a fourth squad, and I will ask you gentlemen to observe the direction of these leaders in going through this plant so that each man may keep up with his party without confusion, and return to the cars at the proper time.

MR. R. M. MILLER, JR.: My friends, on behalf of the Tariff and Legislative Committee, I want to ask to postpone their report until tomorrow morning, and in order that I may have their views which I have not been able to get previously, I will ask that all the members present today meet me for a short conference after the meeting today. It will only take a very few minutes to discuss what we want, and I would like you to meet me in the hall immediately after the adjournment of this meeting.

SECRETARY BRYANT: I have a telegram from Dr. C. J. H. Woodbury as follows:

"Please accept best wishes for good weather and enjoyable meeting with regrets that preparations for National Association meeting do not permit acceptance of your kind invitation."

(Signed) C. J. H. WOODBURY.

Also telegram from Mr. Alf. A. Thompson:

"Express to Mr. Hickman and members my regrets that I am unable to be present."

(Signed) ALF. A. THOMPSON.

Mr. Turner and the Memphis interests have arranged stenographers, typewriters, telephone and other conveniences in the next room, which they wish all present to use. You can also get cotton quotations, stock quotations and I don't know what else—they will tell you in there.

For the information of those who wish to return home tomorrow night, the trains are due to leave both on the L. & N. and Frisco, about 8.30, which is earlier than we will be able to get back from the Country Club, and we have been able to arrange with the Frisco to postpone leaving time of their train until 10.30. I will read a letter I have from them:

"Understanding that it will be satisfactory with the delegates attending the convention to return leaving Memphis, 10.30 p. m., Wednesday, April 14th, we have arranged operation of a train leaving Grand Central Station, Main and Calhoun Streets, 10.30 p. m., necessary sleeping and dining car

accommodations, to arrive Atlanta via Southern Railway about 1.00 p. m., the following day, making connection for points East of Birmingham and Atlanta.

"Those who have not made reservations for the return trip please do so by calling at Room 128 Convention Hall floor Chisca Hotel, or at Frisco Lines City Ticket Office, 31 South Main Street, Peabody Hotel.

"Should it develop that sufficient reservations are made requiring three or four sleeping cars, we will arrange to operate this train leaving Memphis as late as midnight, making the same connections into Atlanta. The operation of the train at midnight depends largely upon reservations being made early and if it materializes will advise you in time for announcement Wednesday morning."

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In this connection, I want to say that the L. & N. will likewise move up their train to 10.30 so those who wish to go through Nashville, or that way, will be able to catch that train. Reservations should be made at the L. & N. ticket office which is on Main Street.

The President wishes me to announce the Nominating Committee, also Resolutions Committee. The Nominating Committee is composed of: Messrs. R. R. Ray, Chairman, D. Y. Cooper, W. H. Porcher.

The Resolutions Committee is composed of: Messrs. Lee Rodman, Chairman, J. J. Bradley, E. C. Dwelle.

PRESIDENT HICKMAN, Gentlemen and Ladies: I have spoken a great many places in my life on a great many subjects, but this is the first time in my life that I have ever had my manuscript. I want to ask your indulgence, therefore, while I do this, for the reason that this paper is printed and is to be delivered to every member of the Association, and it contains matters of so much interest to us all I was afraid to undertake to deliver it because I was afraid it would not be verbatim, but I understand my subject so well I will try not to bore you with it. I will be very much obliged if you can't hear me if you will call on me, as I want you to hear what I am saying.

## ANNUAL ADDRESS

PRESIDENT T. I. HICKMAN

*To the Members of the American Cotton Manufacturers Association:*

Time in its flight has brought us to another annual meeting and it hardly seems possible that it has been a year since I was elected to the presidency of this great Association.

It has been a year of tremendous importance—not only from our own standpoint as manufacturers, but from the standpoint of the world's history. I doubt if any former president of our Association has had the grave problems to face which I have had.

## CAMPAIGN OF EDUCATION

At the beginning of this world's war, the necessity of helping the mills to get business was important, and I saw nothing that I could do which would help the Association more, than to conduct a campaign of education on the uses of cotton goods. I started this about October, and delivered a number of addresses over the South, and was warmly received everywhere. I tried to lead the people from the false slogan of "Buy-a-bale-of-cotton" to the sensible solution of consumption of cotton by the use of cotton goods—and in this I believe that we have met with a fair share of success. The matter has now obtained nationwide advertizing, and I believe there are now more people wearing cotton goods, and considering the wearing of them, than ever before in the history of our business.

One of the most important meetings that I addressed was the Convention of General Managers of the Southeast, which practically means all of the railroads operated south of the Potomac and east of the Mississippi River.

I believe without being egotistical, that I presented certain facts about cotton uniforms that attracted a great deal of attention, and the managers gave me a rising vote of thanks, which is evidence in my opinion that it will not be many years before the railroads of the South will have adopted the khaki uniforms complete.

At a meeting of the Board of Governors and the Railroad Officials in Augusta in December, 1914, the matter was again thoroughly discussed and living models wearing cotton uniforms were presented to the railroad officials. These created a great deal of interest. Uniforms of the very best characters for conductors down to the cheapest variety for Pullman porters were exhibited.

We also presented the officials at Washington with a request that they investigate the matter for postoffice employes, and I was very much gratified to receive a letter just the day before I left home from the first Assistant Postmaster General, stating that there had been an amendment made to the Postal Laws that would permit cotton uniforms being used by the letter carriers.

This to my mind is the most encouraging assistance we have had yet.

A number of the Southern cities, including Birmingham, Savannah, Augusta and Charleston have adopted cotton goods uniforms for their policemen and firemen for summer wear and a number of street railway companies in these and other cities have promised to use them also during June, July and August.

### ROTARY CLUB OF BIRMINGHAM

One of the greatest factors in the dissemination of knowledge about cotton goods, was the splendid work of the Rotary Club of Birmingham, Alabama, when they formed the Cotton Products Consumers League of America, to whom we all owe a debt of gratitude.

### NEWSPAPERS

The newspapers of the country have also been very kind to us in this matter. They have published everything they possibly could, and in most instances without any cost to our Association.

### COTTON GOODS EXHIBIT

The Cotton Goods Exhibit given at the Partridge Inn, Augusta, Ga., March 4th and 5th, and gotten up by our Association, was a revelation to everyone who attended. Augusta being a Winter resort of national fame, people from all parts of this country and Canada (and some from Europe), were present at the display, and manifested great interest. To my mind, this was one of the most splendid opportunities the manufacturers have ever had of exhibiting their products, and many of the manufacturers sent beautiful displays. We showed every character of cotton goods, suitable for household purposes and also from the very coarsest fabrics as used in automobile tires, up to the very finest wearing materials retailing for several dollars a yard. Many of these cloths were made up into garments and exhibited on living models—the men wearing cotton clothes, from a beautiful and attractive suit worn by L. L. Arnold, editor of "Cotton" (in Atlanta), down to the khaki uniforms worn by firemen and policemen. The ladies were dressed in lovely cotton gowns costing anywhere from one dollar to fifty dollars, according to the character of material used. Our Association offered several prizes for the cheapest gowns, and you would doubtless be surprised to know how well these look made up of cloth costing less than a dollar.

### EFFECT OF THE WAR ON BUSINESS

I am frank to say that the war has not brought about the splendid business for which we all looked. At the beginning of this war, it was predicted that the cotton mills of this country would be running day and night, and while conditions have materially improved with us, they have not by any means reached the high-water mark that we all anticipated. In fact, a good many of the mills are today running on short time, and I am sorry to say that from what I can learn, not very many of them are doing a profitable business. However, it does seem that the goods which all of us made during the past year, have been consumed by somebody.

### FAULTY DISTRIBUTION OF GOODS

There is a tremendous amount of complaint as to the alleged "faulty distribution" of our goods. A number of the best-posted men in this country believe that a great deal of the blame for this lies with the commission merchants in the large cities and the lack of unity which prevails among them. Some people go so far as to claim that the jealousies existing between these merchants has caused them to sell

goods at times regardless of the interests of the mills. They also claim that instead of the agents seeking trade they allow trade to seek them through the channels of brokers or otherwise (these brokers having little or no interest in the mills, their sole purpose being to make sale). On the other hand, we do know that there are a number of reputable commission merchants who have agents in foreign countries, notably China and South America.

The New York Times, under date of March 21, 1915, has a long article on this subject, under the heading: "Trade Abuses Due to Lack of Union", and it goes on to say: "It would be difficult, according to an officer of one of the leading dry-goods commission houses, to find any trade in which there is less co-operation for the abolition of trade abuses, than among the manufacturers and commission firms which are located in the Worth Street district. This lack of co-operation, he says, is in one way or another costing the firms in question a good deal of money every year, and the stress of competition will hardly admit of any one house playing the part of a commercial Billy Sunday and endeavoring to do away with business sins that should be summarily dealt with.

One of our best-posted manufacturers, who is also a leading-spirit in this Association, says that undoubtedly we are the poorest merchants in the known world—and when he says "we", he means all of us, manufacturers as well as agents.

### FAULT LIES ALSO WITH THE MILLS

Some people point to the fact that while many commission merchants have grown enormously rich, the condition of the mills has not improved. On the other hand, a great many people claim that the fault lies with the mills themselves in not uniting on some reasonable basis. While the Sherman anti-trust law stares us all in the face, yet it does seem to me that we are just as guilty as the commission merchants, in our lack of organization. This Sherman law does not permit either the agents or the mills to form a trust, but at the same time, the United States Government does not expect the agents to sell goods at less than the cost at which the manufacturers can produce them. Neither does it expect the mills to make goods and lose money thereby—which many of them have been doing and are doing at the present time. There is a great fault somewhere, and whether or not it is all due to the agents or all due to the mills, I am unable to say—though I am inclined to think that in many instances they are both at fault.

### NECESSITY OF BORROWING MONEY TO RUN THE MILLS

One great trouble with the mills of this country, and particularly Southern mills, is the burden of debt which they are carrying, and which compels them to sell goods at times in order to realize money with which to carry on operations. Of course a great deal of this money has to be borrowed from their commission merchants, and they at times get tired of carrying goods and wish to reduce their indebtedness.

We are going to have an address made at this meeting by a man who is posted on all of these matters, and he will not only tell us about the evils of the situation, but suggest a remedy—and I hope

that his remedy will be one that will be valuable to all of us, for we certainly do need one.

Without taking sides in this tremendous controversy, may I take the liberty of saying that it is high time that we were all "getting together" in some common-sense way, for the protection of the mills. After all, the commission merchants naturally want their mills to prosper rather than have them go into the hands of the courts.

### FOREIGN TRADE

A great deal has been said about the necessity of securing more foreign trade. We ought to do a much larger business with Cuba and South America—though the main trouble with the South American trade at present seems to be lack of knowledge as to exactly what they want (so that we can go ahead and make it for them); and the necessity of formulating some plan whereby we could carry their accounts for the long periods which Germany and England have heretofore done, or to finance these accounts in such way as we could handle them. With reference to this South American trade, we are as yet touching only the countries bordering on the Caribbean Sea (where our trade is increasing somewhat), but of Argentine and Brazil we know scarcely anything, and the business in these two countries ought to be a very important matter to us.

Our business with Africa and the Red Sea ports should also be greatly enlarged, and we should send agents to these important countries to sell our products. I wish that some of our manufacturers could themselves go in person, and I think we would do well to join the National Association of Manufacturers in sending representatives to these countries as well as to South America and Cuba.

### ATTACK UPON CHINA BY JAPAN

I am looking with a great deal of concern upon the attack upon China by Japan, and the consequent increased injury to the commercial interest of the United States. A plan to arouse those interested, is now under way, and we are being asked to help. It seems to me that we could do nothing better than to adopt the resolution which was recently passed by the Cotton Goods Export Association—a copy of which our Secretary has.

### TARIFF

For the last two years we have been worrying ourselves a great deal about the tariff—some of us think necessarily and some unnecessarily. There is a wide variation of opinion in this matter. There is no question about one thing, however, and that is that the tariff was reduced too much, and if Congress had adopted the suggestion of our Association instead of its own ideas, we would doubtless have been much better off. The war is naturally preventing any large importation of goods to interfere with us now, and it will probably be many days to come before we will have anything to worry us in this line. When peace is established, however, we certainly should have, for the benefit of the manufacturers and business-men of this country, a tariff-commission—men who understand and know the business, and know how the tariff ought to be regulated with reference to everybody concerned.



## MERCHANT MARINE

"Build me straight, O Worthy Master,  
Staunch and strong—a goodly vessel  
That shall laugh at all disaster,  
And with wave and whirlwind wrestle."

I have always believed in the necessity of a nation subsidizing its merchant marine. This was drilled into me by my good old father when I first started into cotton manufacturing, thirty odd years ago, and I am just as firmly convinced as ever of the necessity of subsidizing ships. England and Germany have built up their enormous trade facilities in this way, and I hope the time will come when our government will see the wisdom of adopting this policy. I do not know that I would go so far as to say that I believe we ought to have government ownership or merchant marine, and I think probably it would be inadvisable for our country to buy all of the foreign vessels and own and control them, but I do believe that if we are now going to undertake any tremendous amount of foreign trade, we must prepare for it by having ships in which to haul our products—and the only way we can get people to invest their money in these steamships until our foreign trade is firmly established, is to have government aid. When this is done, even when the war is over, we can compete without any difficulty with any of the foreign countries which have heretofore had this great advantage over us.

## EXHIBIT CAR

I would respectfully suggest that our campaign of education be continued. I do not know of any better way that we could do this than to adopt a suggestion made to me by a prominent railroad official, to the effect that the manufacturers should send out a car with exhibits of their products, all over the country and particularly in the West—this car to be accompanied by a railroad man, a moving-picture man, a manufacturer and two capable women exhibitors. Moving-pictures of the cotton goods exhibit could be shown at any of the moving-picture houses free of charge, the day preceding the arrival of the car in each town, with the announcement that at a given place the car would be stationed and make an exhibit free of cost, and then the car could stay in the various towns any length of time that might be thought advisable. I firmly believe that numbers of people all over this country would adopt the use of cotton materials if they knew more about them. The West seems to know very little about cotton goods as compared to the South and East. The railroads would probably haul this car free of cost, if our two great Associations would stand the expense of equipping same—which I estimate would be comparatively small; from \$10,000 to \$15,000 for a campaign of education for four months.

## ADVERTISING

Along this same line, I quote from a letter written by Mr. Herbert N. Casson (an American man), who is the London correspondent of Messrs. Henry & West, Bankers, of Philadelphia. He says: "What is the matter with the United States? Why are the American factories not running night and day? Why are the railroads not opening up new territories and getting ready for the millions of immigrants who have already made up their minds to leave Europe as soon as the war

is over? Why are there not fifty American drummers in London right now, trying to sell \$200,000,000 worth of American goods in place of the goods that were bought last year from Germany and Austria? Why have advertisers become quitters, just at the time when their advertisements were most needed and most effective in cheering on the business forces of the United States? If I could afford it, I would charter the Mauretania and Lusitania, and convey a party of 5,000 American Advertisers to Europe for a trip of education. I would give them a week in London, a week in Paris, and a week in Antwerp. I would let them look at the United States from the scene of war. I would give them a look at *real trouble*. I would let them see trains, ten at a time, five minutes apart, packed with the maimed and the dying. Then, when they began to understand to some slight extent, the magnitude and awfulness of this war, I would say to them: 'Now go back and appreciate the United States. Realize your opportunities. Don't start digging trenches when nobody is firing at you. Don't fall down when you have not been hit. Don't be blind to the most glorious chance you have ever had in your lives. Go back and advertise. Get ready for the most tremendous business boom that any nation ever had. Build your factories bigger. Train more salesmen. Borrow more money. Go ahead, and thank God that you are alive and that your family is alive, and that you are living in a land that is at peace, at a time when nearly the whole world is at war.' "

Many of the commission merchants in the large cities, and the vast majority of the cotton mill presidents (most of whom I know intimately) are safe, sane and conservative men, and for this very reason it does seem to me a great pity that our business is being conducted in such an unsatisfactory and haphazard manner, with absolutely no unanimity of action whatever on the part of these great interests, representing as they do, an enormous number of stockholders, four hundred thousand employees and many millions of dollars, and in its wide interests being one of the greatest lines of business in the United States. Therefore there should be, there ought to be, and there must be a change in the prevailing conditions. The commission merchants should form an organization for mutual advantage and protection, and there should be a more closely knit organization among the mills—and then probably a mutual organization between the mills and their agents, and a firm determination on the part of everybody concerned, that the mills must make a living out of their enormous business, and properly take care of their stockholders, employees and others deeply interested. I believe that sensible, conservative men on both sides of this controversy are anxious to see all of this come about. In addition to all this, let us adopt suggestions along the lines as contained in the extracts from the splendid letter which I have quoted above—urging us to go forward and take part of this export business which is lying right at our doors and waiting on us for its development.

Now that I have finished with all of these matters, some of which seem to be in a discouraging tone, I want to say without any hesitation that I am an optimist on business for the future. I believe that ultimately this war will result in tremendous business for the United States, and that everyone who manufactures anything, will have all that they can do.

Finally, may I take this occasion to thank the officers and members of the Association for the very cordial support they have given me during the past year, and to assure them that while the work has been

strenuous, it has been a work of infinite pleasure because it has brought me into association with so many capable and interesting men. This is a great Association but it could be made greater, if we would bring ourselves into closer association with each other on all matters of mutual interest—especially the matter of the cost of goods, and while this would naturally differ with some mills in some locations, it would be easy enough for the manufacturers to know when the price of goods reaches a point at which to sell would mean no profit (or certain loss), and we should formulate some plan to guard against this situation. I would be the last man in the world to advocate anything which would be improper or illegal—but “self-preservation is the first law of nature.” If we could unite the various interests of our business and uphold the hands of the new administration which will succeed me, and make an earnest effort to abolish some of these trade abuses, in my humble judgment we would emerge from the gloom of depression and the shadows of hesitation, into the sunlight of hopefulness and sound business principles.

“After a day of cloud and wind and rain,  
Sometimes the setting sun breaks out again  
And touching all the darksome woods with light,  
Smiles on the fields until they laugh and sing.”

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#### PRESENTATION OF MEDAL TO RETIRING PRESIDENT

By Mr. T. H. RENNIE, Pell City, Ala.

MR. PRESIDENT: It is my very, very pleasant duty this morning to place in your hand the emblem of the office of President of the American Cotton Manufacturers Association. I do this, Mr. President and Gentlemen, with more than ordinary pleasure. I am presenting this beautiful medal not only to the President of this Association, but to a warm personal friend. A gentlemen that I had the good fortune to be associated with in business for many years, and the only controversy we ever had during those years was who could do most for the company we were serving.

Mr. Hickman, I think I can say, and in the saying, voice the sentiment of this Association that while you have been honored as President, we feel that this Association has been honored in having you as its President. Your campaign of education for the past year was unique in its idea and in its conception, but it brought wonderful results, and has done

much to change the ideas of many men as to the fitness of cotton goods for many uses not heretofore considered suitable; has placed this Association prominently before the people of the whole country and has been of much service to the cotton manufacturers of this country.

I am not to make a long talk. I desire to give you this emblem and to say in closing, that this Association wishes for you many years of living and many years of usefulness; that you may always have with you this symbol of the good works you have wrought for this Association. (Applause.)

PRESIDENT HICKMAN: I want to say that from the bottom of my heart I want to thank you most sincerely for this token, and you could not have selected a man more well suited to do it than Mr. Rennie. As he tells you, we worked together for a great many years, and have always been devoted friends, and I thank you for the selection you made in him; and as far as my work of the Association is concerned, it has only been a labor of love from day to day, and if I have made a success of it, I am sure it is due more to the co-operation of my associates than to my best effects.

I want also to thank our Secretary, My. Bryant, for his co-operation. Yesterday when Mr. Turner was congratulating me on the success of this Association, I said "Yes, we are Presidents for one year only, but Mr. Bryant stays on with the Association, and after all is largely responsible for its being the great success that it is." (Applause.))

The next on the program is an address by Mr. Frank Nasmith of Manchester, England. Our Secretary, Mr. Bryant, tells me that he is unable to come. What shall be your pleasure? Would you like to have this paper distributed?

MR. CRAMER: I move it be read by title and distributed. Seconded and adopted.

SECRETARY BRYANT: The paper is printed and can be had at the Secretary's office. There are sufficient copies for everybody to have one.

## THE POSSIBLE INCREASED APPLICATION OF PNEUMATIC AND ELECTRICAL FORCES TO TEXTILE PROCESSES AND MACHINERY

By FRANK NASMITH, Manchester, England.

You will observe in the title of this paper the significant word "possible," which has been employed deliberately in order that certain applications of these two forces, pneumatic and electrical, may be discussed without the necessity for actual practical demonstration or confirmation. It is more than likely that some of the advanced ideas to be described may never be realized, or even if effected may be entirely uncommercial. At the same time it is not intended to foreshadow a great number of absolutely impossible surmises, idealistic in the extreme and quite impracticable at first sight, but to endeavor to place before you some ideas which may prove worthy of further investigation, and which may serve to stimulate invention, to the ultimate benefit of the textile industries.

It is often said that the electrical industry is in its infancy; this statement is probably more particularly used in reference to power transmission and illumination means, and, really, when one considers the vast strides made, even during the past twelve months, in lamp construction, for example, its truth will be conceded. When we go further afield and consider the multifarious uses to which electricity is now put, the remarkable wireless telegraph installations, for example, it may safely be said that the present knowledge and application of this wonderful force is limited indeed. Further developments are bound to take place, developments the nature or direction of which it is impossible to foreshadow. To a much lesser extent the same may be said of pneumatics. Although in quite a number of industries the value of moving or pulsating air columns have been appreciated and utilized, up to the present their use in the textile industry has been merely as blowing or exhausting mediums for the removal of dust or other foreign matter, or the conveyance of material. Even on these lines moving columns of air may be better utilized, and in this paper it is proposed to detail some comparatively simple but new methods of employment.

It must, however, at the outset be clearly emphasized that the use and application of these two forces cannot be undertaken solely by the textile machinist. Capable as the heads of most textile machine shops are, it is surely obvious that the very nature of the work they supervise—entailing, as it does, the quick repetition of standard type machines—adding no doubt minor or even major improvements from time to time—is not the best-designed training to successfully apply methods which are so revolutionary. At the same time the accumulated practical knowledge relative to the machines, their method of working, and commercial value cannot be ignored or easily set aside. One can recall instances where outsiders have invented textile machines which, after much arduous work and many trials, have become of practical value to the industry, but reliance upon such inventors possessing little, if any, practical knowledge and working without proper guidance is not to be recommended if steady progress is to be secured. What is undoubtedly necessary in order to secure these advanced methods is the absolutely unbiassed but scientifically trained mind. It is quite possible that eventually we shall find such a mind amongst

the younger generation who are now able to obtain a technical training which is extremely broad. The co-operation of the technically-trained textile man with the technically-trained electrician will no doubt result in the evolution of machines which will mark a very considerable practical advance on those we are at present conversant with. It is also quite possible that a new section of the professional world may have something to say in the improvements made, namely, the chemical engineer, and in one particular instance described later the value of his efforts will be evidenced. These improvements are not going to be secured without the outlay of considerable sums for research work. Already in one particular instance, the result of which will be described, quite a respectable figure has been spent in constructional and experimental work. The question of the manipulation or attendance on the machines embodying these new methods is one that it is thought will adjust itself. It is, of course, assumed that the improvements made will reduce manual operations and not increase them, and to be successful it is conceded that they must. In fact, the tendency will no doubt be largely towards the production of purely automatic machinery, which will enable one operative to tend more machines than at present without unduly stressing the operative.

The question as to which of these forces, electrical or pneumatic, will be more largely exploited will depend entirely upon which becomes dominant in mill operations. Though there are undoubtedly uses for both forces, it will be readily recognized that mill owners will not desire to increase the number of power agents they employ, and whereas electricity can be utilized even today for a great variety of purposes, the scope of pneumatic force is more limited. The intelligent observer will obtain a more complete knowledge of the value and possibilities of a force through daily use and acquaintance, and therefore it is more than probable that, as electricity is increasingly used for driving purposes, its application for other work will increase through the efforts of the user quite as much as through those of the electrical engineer.

It will not be necessary to detail the many known uses of pneumatic force in the textile industry and a summary will suffice. Pneumatic force is used in our mills as a conveying means; as a cleaning means, either for cleansing raw material or for removing waste fluff, etc.; to humidify the atmosphere of mills—the Turbo-Humidifier is a well known example; as a means to actuate mechanism for guiding fabrics; to assist threading the shuttle in automatic weft replenishment mechanism for looms. It will be gathered from the foregoing that pneumatic force is even now largely employed in mills.

#### PNEUMATIC MEANS—UNKNOWN, OR NOT IN UNIVERSAL USE.

Cleaning means of a somewhat novel character not at the moment, it is believed, in very great use are illustrated at Fig. 1. It will be observed that the means take the place of the underclearers of a spinning frame. The nozzles, which project below the rollers and adjacent to the path of the thread, are normally (when the thread is intact) closed by a small flap, the said flap being maintained in position through the employment of a hook, which is in turn supported by the thread. When the thread breaks the flap drops by gravity, and the air drawn into the nozzle—owing to the exhausting action of a fan at the end of the frame—draws the waste in with it, and delivers it

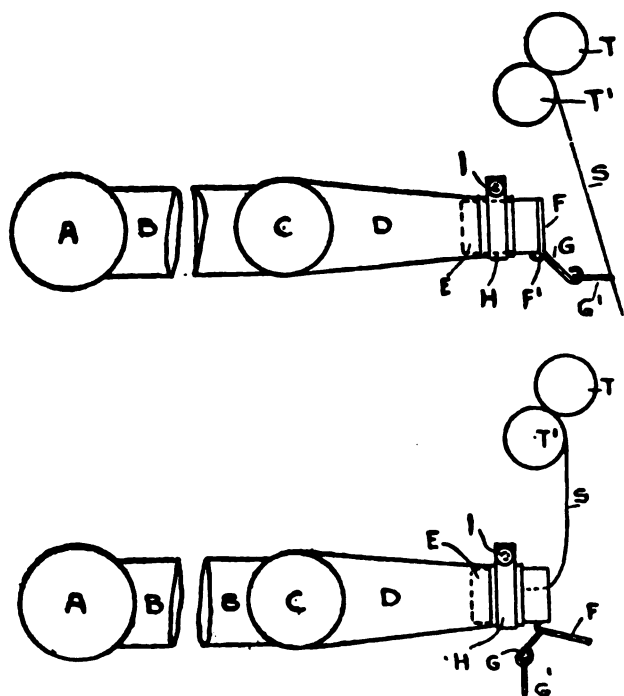


FIG. 1. SUCTION DEVICE TO OBIVATE UNDERCLEARERS

to a receiving box. The advantage of this method over the ordinary underclearer is obvious, the waste material being in better condition and completely collected. Modifications of cleaning means of this sort might be, with advantage, applied to a variety of textile machines, and the fluff and waste constantly being formed immediately removed. The saving in good material might be very considerable, while the velocity of the induced air could be low, thus necessitating comparatively little power to create it.

In Fig. 2 the application of pneumatic means to an opening machine, in order to enable beaters to be dispensed with, is illustrated. This also is the invention of one of your members. It will be observed that the material, after passing through the rollers *c d*, is subjected to a current of compressed air from the discharge jet attached to the air pipe *e*. Beneath the jet is a deflecting plate *f*, which throws up the material, as shown over the dirt bars or grids *g*. Cages *i i* are used, and the material, after passing between them and also between the rollers *j*, passes under a riding roller *l*, which has a perforated surface. A suction nozzle *m* is placed below the roller *l*, its opening being so protected as to prevent cotton being drawn away, but not the finer dust.

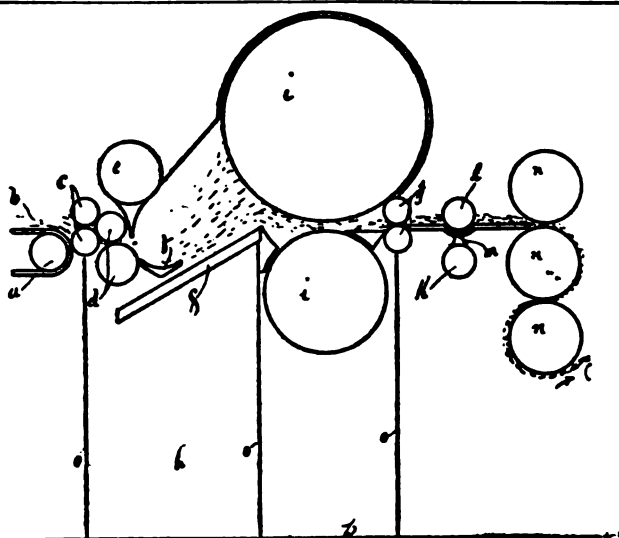


FIG. 2. PNEUMATIC MEANS APPLIED TO OPENER

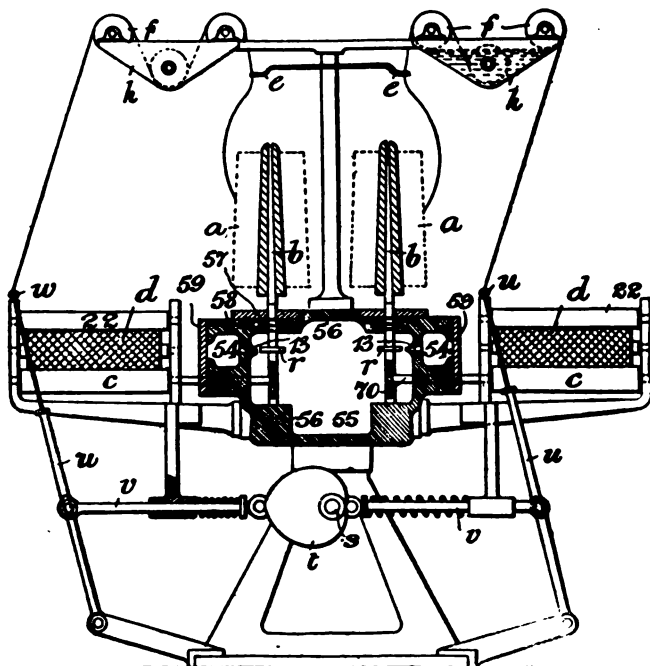


FIG. 3. FERRANTI SPINDLE DRIVE



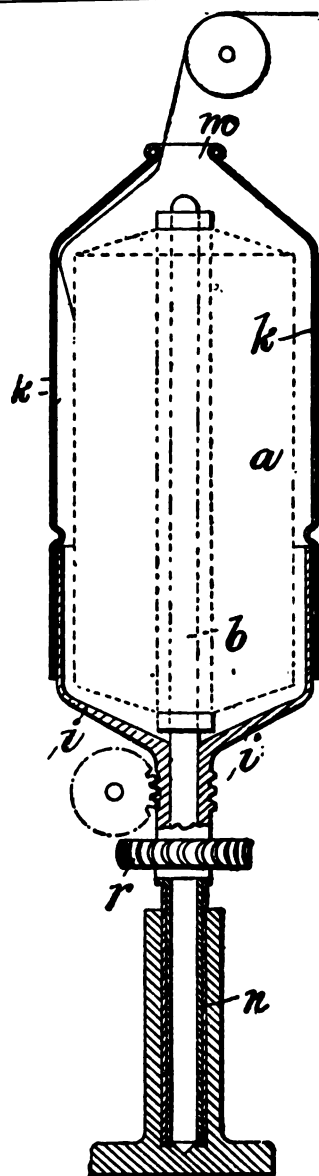


FIG. 4. FERRANTI SPINDLE DRIVE

It has been proposed to drive the spindles of spinning frames by means of air under pressure, and the construction of a spindle to enable this to be done is shown at Figs. 3, 4 and 5.

Two ends of yarn are wound on a bobbin which is carried on the spindle *b*. Fitting over the spindle is a metal cup *k*, having a contracted opening *m*. This cup is not shown in the other view given, but is apparently essential to the device. The spindles are driven by air under pressure discharged through the nozzles 13 (in Fig. 5) against the blades *r* of the turbine on the lower end of the spindle.

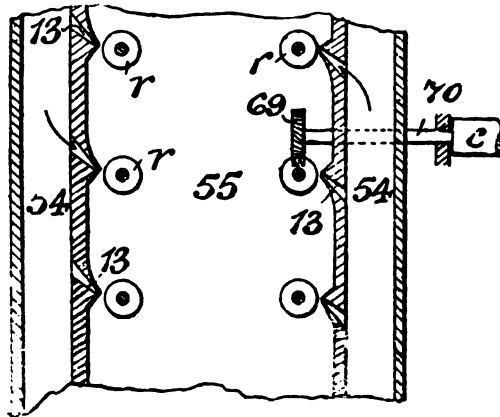


FIG. 5. FERRANTI SPINDLE DRIVE

### PNEUMATIC PICKING

It is customary to decry the means adopted to pick a shuttle across a power loom and to stigmatise such means as being wasteful in power and mechanically bad. It is not the intention to either argue for or against the present methods of picking a shuttle, but to assume they are bad, and to state that it is quite possible to pick a weft container across a loom by pneumatic means at a less expenditure of power, practically noiselessly, and to carry two and a half to three and a half times the amount of weft to be found on ordinary weft cop. These may appear extreme statements, and no claim is going to be made at this stage for the loom in which the means are embodied, but the experimental and research work expended on the problem of picking is of the greatest value. It is not perhaps possible to modify these new picking devices so that they may be applied to an ordinary type of loom. At present a vertical construction is adopted, and after some extended experience of this form the conclusion has been arrived at that the operative's work should be lighter and more readily accomplished than it is on the ordinary horizontal type. The picking devices consist essentially of tubes placed at either side of the loom and carried by the vertical rods for operating the reed. These tubes act in the capacity of shuttle boxes, and are connected at their outer ends by pipes to suitable air pumps. It must be understood that air, and air alone, is employed for the propulsion of the shuttle. No pistons or other moving parts are employed within the shuttle tubes.

There is no accumulation of air under pressure; 240 picks a minute have been accomplished. It is not argued that finality has been reached in this pneumatic picking device, but it is far ahead of previous pneumatic attempts, and certainly less wasteful than the generally employed mechanical means.

The shuttle is extremely light and is practically completely filled with weft when placed in the shuttle tube, the material being, of course, re-wound on a pirn winding frame. Such a method of picking lends itself to another possible improvement, namely, the delivery at the loom of the weft supply through pneumatic tubes. Mechanism of this character is employed in the postal service and in many department stores. Further improvements would be towards the supply of full shuttles directly into the shuttle tubes and the transportation of the exhausted shuttles to a central depot where they could be filled and return.

Pneumatically-operated beetling machines are known and are stated to possess advantages of control, wear and tear, and effectiveness of blow over the usual type. Other possible applications will no doubt present themselves to your mind.

### ELECTRICAL APPLICATIONS (KNOWN)

There is no occasion to deal extensively with the question of driving by electricity, as the pros and cons have been discussed frequently. The extended use of individual driving in Germany, where it is carried to a far greater extent than in England or the United States, and the inevitable considerable consumption of motors has resulted in the production of large numbers of standardised machines peculiarly suited to textile work at a remarkably low rate, with specially good efficiencies. As a result of this one might mention a loom motor, which, in the 1-H.P. size, has a working efficiency of 88 per cent., a figure unheard of some years ago, even for motors as large as 15-H.P.

The German calico printers have for some time past employed electric driving and have secured results impossible in this country, where small steam plants are still employed. The advantages secured are not entirely due to the motors, but to improvements in the generating system whereby each machine is controlled in such a manner that the exact speed required for the work being done can be economically secured. The operative probably does not know what he is doing electrically when he operates the controlling handle—somewhat similar, by the way, to a controller on a tramcar—but he does know that he can increase or decrease the speed in a series of finely graduated steps. Correct registering of the design is excellently secured on these machines.

### DRIVING

Small motors have been applied to the individual spindles of an artificial silk frame. Although the efficiency of these extremely small-powered motors is low, the advantages gained, namely, regularity in speed and a very even turning moment, are sufficiently valuable to warrant their use.

Variable speeds can be obtained by the use of electric motors, and methods have been employed which enable the spindle speed to be varied at every position of winding and every stage in building up the cop or bobbin.

### COLOR MATCHING

One notable lighting development has recently been made in the production of color matching. Electric arc lamps and large incandescent lamps are being used in enclosed cases, the light being passed through suitably selected screens, so that the effect of normal daylight is given on the material, and color matching can be carried on at night quite as well as in the daytime.

An approximation to the foregoing result is obtained by the use of bulbs for incandescent electric lamps that have been made of specially-selected glass, and these can now be obtained cheaply and fitted into the standard holders, and are very useful for operatives working on colour work.

### LOOM MOTIONS

Warp and weft stop motions employing electricity as an essential to their working have been known for quite a number of years.

Several attempts have been made to perfect electrically-operated jacquard shedding mechanisms, but the great fault with this class of mechanism lies in the fact that a perfect electrical contact, or one sufficient for the purpose of operating a part, cannot be secured from a mere touch. These electrical jacquards employ a cylindrical metal cylinder on which the design is painted with insulating varnish; the varnish is extremely liable to crack and scale, with the result that defective pattern weaving results. It is of paramount importance in designing electrically-operated mechanism that momentary contact devices should never be relied on if constant efficient service is required. By the use of single-phase current of low frequency Dr. Carver has very considerably improved his original designs for an electrical jacquard, and has produced a practical device which is being introduced on a commercial scale into a first-class Belfast factory. No details of this new form are, however, to hand.

### "GASSING" AND SINGEING MACHINES

Electrical "gassing" frames have been introduced, but up to the present comparatively little employment of them has been made in this country, and it is even admitted by electrical experts that the use of gas seems more desirable. Although this is the case now, in the future when electricity is used for a variety of purposes it may be desirable to eliminate one agent and employ electrical frames, especially as so few are employed in each mill. Singeing machines for cloth would appear to be expensive both in construction and upkeep.

Electrical means have also been proposed to remove metal from cotton.

### NEUTRALIZATION OF STATIC ELECTRICITY

Many methods of neutralizing the efforts of static electricity have been tried, and it is stated that all mechanical methods, or what might be termed cold methods, have failed. Such methods embody the use of metallic tin foil or chain touching the moving cloth or thread and connected to the ground, or the use of rows of points placed close to the moving cloth or thread. These methods fail because the material itself is non-conducting, and to fully discharge it would mean touching metallically almost every particle of it, which, in practice, is obviously not possible. Although probably too much static electricity

is generated in a cotton mill, especially early on Monday morning in the winter, the trouble is not so great as it is in the woolen industry. In a certain woolen mill where the Chapman neutralizer (Fig. 6), has been fitted, the humidifying plant previously in use has been totally discontinued and the temperature of the building lowered, while broken and double ends have been almost completely obviated. The Chapman method consists in discharging at the material charged particles of air from a row of points; the charge on these particles combines with and neutralizes the charge in the material. The illus-

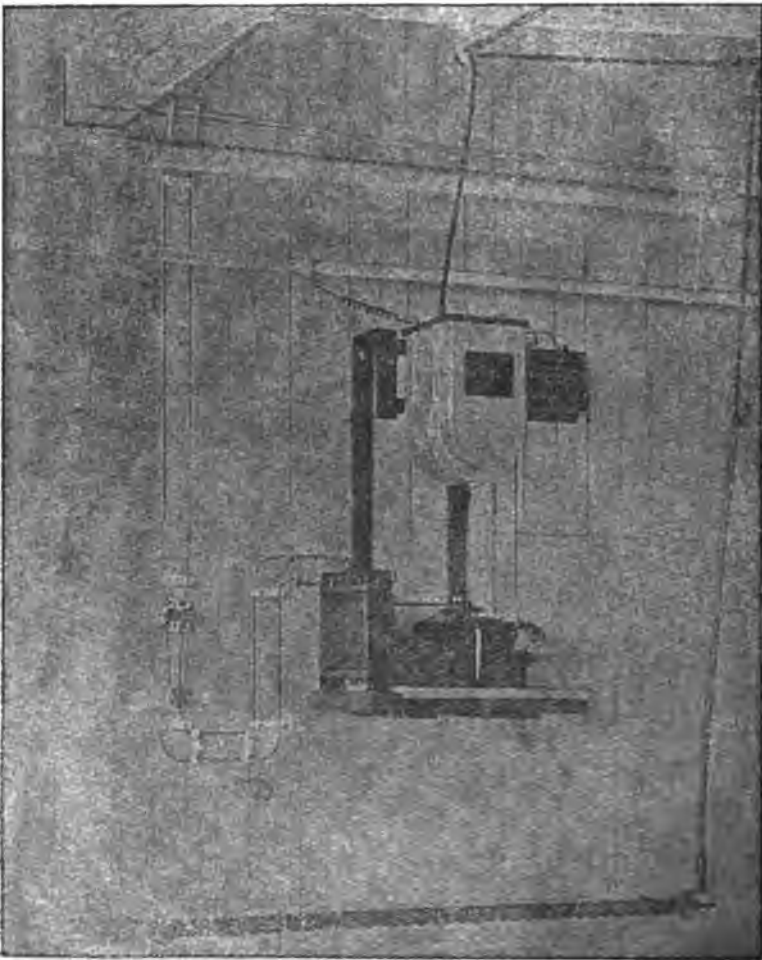


FIG. 6. CHAPMAN ELECTRIC NEUTRALIZER

tration, Fig. 6, is of the latest type of Chapman electric neutralizer, showing at the bottom the inductor bar which is placed beneath the material. While dealing with the question of static electricity, it will no doubt be best to refer to a recent development for which Patents have been taken out by Siemens Brothers. This is due to the investigations of the chemical electrical engineers referred to earlier in the paper. The method consists in placing between the charged material and an earth-connected plate, some source of ionization; that is, some agent that will break the intervening air up into particles and make it a conductor for the time being. Such an agent, for instance, would be X-rays, which it would be impractical to use; ultra-violet light or radio-active material, which latter is the most practical. The material used by Siemens Brothers is a radio-active mud or a radio-active material obtained as a by-product in certain operations. This material is spread over the earth-connected iron plate and is so prepared that it adheres to the plate and is as hard as cement. It is constantly active, and by breaking up the air between it and the threads or fabric provides a continual conductor through which the electricity discharges.

### BLEACHING

Electricity has been employed for bleaching purposes, particularly in connection with laundries and linen bleach crofts. It has not been largely adopted, although quite satisfactory electrolytic bleaching plants have been on the market for some time.

### ELECTRICAL MEANS POSSIBLE

The electrical engineer recognizes that certain motions in textile machines need not be interfered with, and while advocating strenuously improvement in picking, for example, would not replace for the ordinary motions of the loom which are served by rotary mechanisms direct electrical devices. At the same time it must be recognized that immediately you commence to apply new means of this character to the existing machines, the limitations of the machine itself offer handicaps and tend to make the work commercially impossible. To obtain the fullest advantage, the machine will in many cases need to be entirely re-designed. It is impossible to say to what uses electricity will eventually be put and when one remembers the manner in which, by wireless installations, a model airship can be controlled, or a distant mine fired, the possibilities appear unlimited.

### POSSIBLE LOOM APPLICATION

A certain amount of work has already been accomplished towards the production of electrical picking apparatus, but although it may eventually be possible to propel a shuttle from shuttle-box to shuttle-box across a loom by the agency of polyphase currents or magnetic devices, it will probably not be so economically or efficiently performed as it can by pneumatic means such as outlined. The stud system of electric traction naturally presents itself as the means likely to be ultimately adopted in a modified form, and the reed itself will no doubt be an important factor either as a current-carrying device or otherwise. Comparatively heavy power consumption may stand in the way of early commercial success, and to adapt the reed or to provide

a secondary reed of the nature required is at the moment a costly matter. Experiments, unfortunately never completed, were made some years ago in relation to the operation of swivel loom shuttles. A fruitful field is apparently offered in this direction.

Shedding, provided a vertical loom is employed, might easily be electrically performed. In a vertical loom the healds have only to divide the warp and not also to bear the weight of the raised threads as in a loom of the ordinary horizontal type. Consequently, it is fair to assume that the work to be done is much less in the first than in the second case. By mounting the heald frames on ball or roller bearings, friction could be reduced, and by means of solenoids or magnets the movement of the healds brought about. The possibilities of pattern weaving in the eventuality of such a system being adopted are very considerable. You are all acquainted with the automatic electric advertising signs, and possibly some modified pattern system on the principle underlying these would be adopted. A rotary drum provided with contact and non-contact spaces might be utilized, the contact portions being removable and easy of rearrangement, so that, within limits, any design of pattern could be secured from a small compact mechanism. Carrying this idea further, combined pneumatic and electrical means similar to those employed in piano players, and utilizing a perforated endless band, might be employed in the operation of jacquard mechanism. Dobbies could be electrically controlled, and many of the present comparatively heavy parts eradicated. It must, however, be borne in mind that mere momentary contacts must not be relied on if efficiency is to be secured. Information has recently reached this country that an important form of pattern-transmitting mechanism has been introduced in Vienna. Some years ago Sczezanik invented a system of producing jacquard designs in a remarkably short space of time through the agency of photography, insulated and non-insulated surfaces, and electrical card-cutting devices, but it was both costly and inefficient. Since then other electrical card-cutting devices have been introduced, but as these relied on the momentary contact, they failed. The most recent information states that from a simple photograph of the design, and without cards, the mechanisms of the jacquard are operated. This idea does not nowadays appear so grotesquely impossible as it would have done a few years ago, because one calls to mind the fact that drawings and photographs can be reproduced almost exactly and instantaneously some distance away through the agency of devices applied to, and working in conjunction with, the ordinary telephone or telegraph apparatus.

Drop shuttle-boxes might be operated by electrical means, and their order selected by the rotary contact and non-contact drum previously referred to. Positive let-off motions embodying the employment of a small motor, the speed of which could be controlled directly from the decreasing diameter of the warp on the beam or from the take-up mechanism, are easily within the bounds of possibility. It has been stated by an electrical expert that for shuttle-changing mechanism, electricity has quite a big and as yet unexplored field.

### PRODUCTION OF FANCY YARNS

The combination of pneumatic and electrical means might be advantageously applied to a machine producing fancy yarns. The delivery rollers could be controlled by electrical devices operated according to a predetermined plan, while pneumatic means also electricity con-

trolled could be utilized to deliver additional material to the twisting yarn, and thus secure a variety of effects, particularly if tinsel and such like material was periodically delivered..

### RECORDING

Methods of recording the production of individual machines are at present in use, and there is no doubt that extensive improvements will be made in the future. The mere recording of a machine's stoppage can be easily recorded on a chart or indicating device placed in the manager's office, and such mechanism has been known and used for some time.

### CONCLUSION

Many other applications of electrically-operated devices to textile machinery will no doubt occur to you. For example, what has been said in reference to the control of the generating system employed in driving calico printing machinery opens up many possibilities in relation to machines requiring variable drives. In speed frames, for example, the mechanism now employed to drive the spindles and bobbin might be dispensed with, or at any rate much simplified. Motor driving could be employed and the generating system controlled automatically in relation to the winding to secure the desired result.

In conclusion the statement that we are, at present, only touching the fringe of the possible uses of electricity will bear repetition and emphasis. There is plenty of evidence to show that skilled engineers in other branches of industry are directing their attention to the present construction and operation of textile machinery. Many motions now employed appear to the outsider's mind as being illogical. They do not appear to be the result of any evolution based on mechanical principles, but are the outcome of old methods employed when hand spinning and manufacturing were in vogue. The great difficulty presented to the improver, especially if his experience has been previously confined to the output of comparatively high-priced machines, is the low cost at which textile machinery is made, and its comparatively high efficiency.

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PRESIDENT HICKMAN: The next is an address on the condition of the Present Dyestuff Situation, by Mr. E. C. Klipstein, of New York.

MR. KLIPSTEIN: Like the President, I am not in favor of reading papers, but the one I have contains a good many statistics, consequently can be more easily understood in printed form.

### THE PRESENT DYESTUFF SITUATION.

MR. E. C. KLIPSTEIN

#### INTRODUCTORY

The use of dyestuffs has its foundation in the human eye. We find pleasure in looking at beautiful colors and on this fact is based



the art of dyeing. Coloring a textile fabric injures its durability and does not improve its warmth or comfortable properties. If the whole dyestuff industry were swept out of existence, mankind would suffer nothing. For this reason, it is a matter of wonder that the inventions and discoveries that have led to the development of the Coal Tar Dyes during the past fifty years, are hailed as such great and important human achievements.

Somewhat earlier in time, a simple American invented the cotton gin, another the sewing machine, and a third discovered anæsthesia. Any one of these achievements is of incomparably more importance than the invention of synthetic dyes. To obliterate the knowledge of anæsthesia would be a world calamity. To blot out the cotton gin and the sewing machine, would plunge every nation into industrial chaos, and cause inexpressible suffering. Much the same may be said of the commercial importance of the Coal Tar Dye industry. To judge from the terrible headlines in the newspapers and the dramatic outcry of some people, one might think that the stoppage of dyestuff importations from Germany is as great a calamity as the failure of a cotton crop.

As a matter of fact, the entire importations of all Coal Tar products, including dead oils, only amounts to \$14,959,000, or a trifle more than the banana imports of \$14,000,000, and only one-third the nut imports of \$42,000,000. Nevertheless, for us, who are directly concerned with the use of dyestuffs, it is a matter of great importance to obtain an adequate supply.

At the outbreak of the present war, there was a two months' supply of dyestuffs in the United States. From the first of August to the end of December, the importations of dyes were practically normal. so that, on January 1st, there was still a supply of dyes in the country for two months. Since January 1st, the importations have been decreasing and the reserve supply, therefore, is gradually disappearing. From the present time forward, the importations will practically cease, so that it is now a question of weeks until the reserve supply becomes exhausted and the textile industries will be brought face to face with a real famine in Coal Tar Dyes.

I attach a statistical table, showing the imports of the three chief classes of Coal Tar Dyes (Alizarine, colors and dyes, and Indigo), from which it appears that the average monthly quantity of Alizarines and Indigo for the years 1913-14, was 1,101,631 pounds, while for the last five months of 1914, from August to December inclusive, it was 1,666,944 pounds, so that we actually imported in the last five months of 1914 an average monthly supply, which exceeds the two years' monthly average by 65,313 pounds or 5.9 per cent. On the other hand, the average monthly value of the three classes of dyes above mentioned was, for the two years, 1913-14, \$791,374, while for the last five months of 1914, August to December, it was only \$772,605, a decrease of \$18,769, or 2.42 per cent. This difference in value was due to the decline in the prices of dyes during 1913 and 1914.

Such being the case, the panic which seized the dyestuff consumers in August, and has gradually augmented in force since, would seem to have been unjustified. It was, however, very logical, being based on actual conditions:

*First*—The chief raw materials for the dye industry are also the chief raw materials for explosives, and nations are willing to pay more for killing men than for dyeing their clothing.

*Second*—The sudden advance in the cost of living, the increased cost of freight and insurance, the lack of labor caused by the mobilization of armies, brought about a sharp advance at the source of supply of all dyestuffs, and, therefore, necessitated a material advance in prices to consumers everywhere. The situation in Germany is expressed by the following circular recently issued by the whole body of German Coal Tar Dye makers:

Owing to the Increased cost of  
RAW MATERIALS

Also the Reduction of Our Working Force by One-half on Account of  
Service in the Army, the Reduction of Our Output for Lack  
of Foreign Sales, which means the Doubling of our  
Overhead Charges, We are Compelled to  
Materially

ADVANCE OUR PRICES

The Advance in Raw Materials Includes  
Coal Tar Products, Sulphuric, Nitric and Hydrochloric Acids.

The Cost of Production is Further Increased by the Strenuous Measures taken by the German Government to Insure  
Supplies for the Army.

(Signed)

Actien-Gesellschaft fuer Anilin-Fabrikation, Berlin.  
Badische Anilin & Soda-Fabrik, Ludwigshafen am Rhein.  
Leopold Cassella & Co., G. m. b. H., Frankfurt am Main.  
Chemikalienwerk Griesheim, G. m. b. H., Frankfurt am Main.  
Chemische Fabrik Griesheim-Elektron, Frankfurt am Main.  
Chemische Fabriken vorm. Weiler-ter Meer, Uerdingen am Rhein.  
Farbenfabriken vorm. Friedr. Bayer & Co., Leverkusen bei Coeln a/Rh.  
Farbwerke vorm. Meister Lucius & Bruening, Hoechst am Main.  
Farbwerk Muehlheim vorm. A. Leonhardt & Co., Muehlheim am Main.  
Anilinfarbenfabrik Carl Jaeger, G. m. b. H., Duesseldorf-Derendorf.  
Kalle & Co., Aktien-Gesellschaft, Biebrich am Rhein.  
Wuelfing, Dahl & Co., A.-G., Barmen.

The German Government has put very severe restrictions on the exportation of dyes. Dealers are prohibited from exporting at all, while manufacturers are only allowed to ship to former customers and in quantities not greater than formerly used.

England promptly placed an embargo on the exportation of Coal Tar products, in order to conserve the supply for her own factories. As she had depended on Germany for about ninety per cent. of her consumption of dyes, the absolute cutting off of the German supply at once precipitated a real dyestuff crisis. She possesses, however, several large plants, which produce the raw materials, such as Aniline

Oil, Nitro-benzol, the Diamines, etc. She has one Alizarine plant, one Indigo plant and two large plants capable of producing a large variety of finished dyes. All these plants are being worked to their fullest capacity and also being enlarged. Nevertheless, the seriousness of the situation in England may be judged from the fact that ordinary Natural Indigo is today selling at \$3.00 per pound. In order to hasten relief the British Government is considering ways and means to assist the manufacturers to increase their production of dyes to such proportions as to make England independent of the world.

Very much the same state of affairs exists in France, Russia and Japan, which are all large consumers of dyestuffs.

A recent issue of "Commerce Reports" has the following to say about Italy:

"It is rather surprising to learn that there is a shortage of dyestuffs in Italy, for one would have thought supplies could have been obtained from both Switzerland and Germany. It is possible, however, that Italian dyers are not prepared to pay the extremely high prices which prevail in England at present, so that the Swiss colors are virtually all finding their way to other markets, while transport difficulties may be preventing the delivery of German dyestuffs. The position is evidently serious, for at a meeting on the subject, just held in Milan, it was stated that many dyers had been forced to close their works entirely on account of lack of dyestuffs, while most of the others were on short time. It was proposed to attempt to establish the manufacture of dyestuffs in Italy. Special reference was made to the English scheme, and it was considered that one on the same lines would be suitable for Italian conditions."

It may be mentioned that Italy, like England, has no duty on dyes, but unlike England, she does not produce the raw materials. In this respect Switzerland resembles Italy, and yet, next to Germany, Switzerland is the largest producer of Coal Tar Dyes, including Indigo. Under ordinary circumstances, the Swiss could have produced all classes of dyes in sufficient quantity to have materially mitigated the severity of the impending famine—but just here is shown the importance of producing the raw materials in the country making the finished dyes. Switzerland has no coal, and, therefore, no Coal Tar. For her raw materials she is dependent on Germany and England.

When she began the manufacture of Indigo, she insured her supply of raw material, Aniline Oil, by purchasing The Clayton Aniline Company of Manchester, England, whose chief manufacture is Aniline Oil. The raw materials for a large proportion of the other dyes produced, were purchased from Germany. At the outbreak of hostilities, the German Government prohibited the export of raw materials to the Swiss dye works, except under a guarantee that none of the finished dyes should be shipped to any country at war with Germany. This guarantee the Swiss refused to give, and, therefore, had to discontinue the manufacture of a great number of dyes. The British Government cut off the supply of Aniline Oil by placing an embargo on its exportation, thus forcing an entire suspension of the Swiss dye works. Subsequently, however, an arrangement was reached by the Swiss with the English Government, permitting the exportation of Aniline Oil and other raw materials to Switzerland, thus enabling the

Swiss to resume the manufacture of Indigo and such other dyes as can be produced from such raw materials as England can supply—and that is what the Swiss are doing today.

In the United States there are four factories capable of producing a limited number of dyes, but they must depend for a part of their raw material on Germany, and are, therefore, very much restricted in their production. Owing to the enormous demand for Toluol, Benzol, Picric Acid, etc., caused by their use, at high prices, for explosives, the coke producers of the United States are largely increasing their capacity to recover the by-products of the coke ovens, from which all these raw materials are obtained.

The necessary installations are being pushed as rapidly as possible, so that in time, our dye manufacturers will be able to obtain, or produce, the chief raw materials needed. But the erection of the necessary plants is always slow, and at best, we must wait many months for any relief by the American dye works. Altogether, we are now approaching the supreme test of our resourcefulness.

During the past eight months, we have been asked a thousand times why the United States, England and France, each possessing an abundant supply of raw materials, do not make their own Coal Tar Dyes. As England is a free trade country, and France and the United States are high protectionists, the result cannot be charged altogether to the tariffs of these countries. England, today, without any tariff, is really in a better position than either the United States or France with highly protective tariffs.

Evidently, there is something else back of this remarkable phenomenon, and that something is to be found in the patent laws of all three countries. Commencing with the patent on Alizarine and ending with the patents on Synthetic Indigo, all three countries have furnished Germany with the means of monopolizing the Coal Tar Dye business. On the money made out of patents obtained in these three countries, Germany has accumulated the capital which enabled her to build the immense plants, which are the wonder of the world, and the controllers of the dyestuff business today.

An Englishman, Perkins, discovered Aniline Dyes; an English firm, Brooke, Simpson & Spiller, together with a French firm, A. Poirrier & Co., of Paris, first became prominent as manufacturers of Aniline Dyes nearly fifty years ago, and yet, today, Germany controls the Coal Tar Dye industry. In order to change this condition, all three countries must change their patent laws.

As concerns the United States, however, we must still place much of the blame for this anomalous condition on our tariffs. Since 1862 this country has been avowedly controlled by the protectionist principle of building up American industries by means of the tariff. During the past forty years, we have raised our tariffs almost to the point of prohibition in order to establish home industries, and yet the Coal Tar Dye schedule has been so manipulated as to destroy the industry instead of building it up.

I am afraid that this lamentable result must be attributed largely to the textile manufacturers of the United States themselves, because in their desire for free raw materials, they have aided the European dye-maker and patent owner in killing off the struggling Coal Tar Dye industry in the United States. This is a point which I do not propose to argue, but simply content myself with appending an abstract

of the United States tariffs on cotton and dyestuffs since the foundation of the Government. From this it may be seen, that while the duty on the manufactures of cotton has steadily gone up, the duty on dyes has steadily gone down, until nearly 50 per cent. of the Coal Tar Dyes are in the free list.

This policy was all right when Indigo and Cutch and Cochineal and Logwood and Fustic came from tropical countries and could not possibly be produced in the United States. Although it helped the foreign producer by broadening his market, it did no harm to any American manufacturer. But the situation changed entirely on the advent of synthetic dyes, which can be produced here as well as in Europe. To put Synthetic Indigo and Alizarine in the free list is exactly equivalent to giving the foreign dye maker protection to the amount of the duty remitted.

Just how the present situation has been brought about, may be seen by referring to the public hearings before the Congressional Committees, which are public property.

On Tuesday, March 19th, 1912, the Senate Finance Committee was giving hearings on the proposed Underwood Tariff Bill, putting a duty of 10 per cent. on Indigo and Alizarine Dyes. A representative of one of the German dye-makers, expressed himself as follows:

"As an importer of Aniline Colors, I am in favor of a reduction (of duty), for the benefit of American (Cotton?) manufacturers, especially Indigo. Ninety-eight per cent of the Indigo used is Synthetic, which is controlled absolutely by patents, and cannot be produced in the United States on account of patents."

Another German manufacturer of Indigo wrote the following brief to the same Committee:

"The purpose of this letter is to briefly call your attention of two paragraphs on the free list: Section 487, alizarine, natural or artificial, and dyes derived from alizarine or from anthracene; Section 592, indigo (meaning vegetable and synthetic).

"We sell these products to the cotton, woolen, paper, leather and paint industries in the United States; we make long-period contracts and import against these contracts; the attached proforma contract shows the obligation incurred by the buyer in making these contracts.

"All these fast dyes have been on the free list under the tariff laws of 1883, 1890, 1894, 1897 and 1909. They are not manufactured in the United States and never have been and there is no question of protection involved. They were originally put upon the free list for a definite and specific purpose, and they have been kept there for 30 years for like reasons.

"The object of putting indigo, alizarine, and anthracene dyes on the free list was to enable the textile industry of the United States to produce coarse goods, which were, so far as durability of color was concerned, equal not only to textile fabrics made in other countries, but the highest grade of textiles made here.

"The object of the manufacturers of these fast dyes was, from the very beginning, to place them within reach, as to cost, of the manufacturers of coarse cotton goods, for in no other way could a large consumption be secured."

In support of the above pleas, a Southern Indigo consumer testified that the cost of the Indigo used in making his denims was  $7\frac{1}{2}$  per cent. of the cost of his fabric. It pained him to think of the hardship that would be caused the poor American laborer on account of the additional cost, caused by the proposed 10 per cent. duty on Indigo.

His statement was confirmed by the president of the American Cotton Manufacturers Association, and further supported by a brief presented by Mr. Green of Providence, R. I., in which occurs the following prayer:

"We petition that for these reasons, Indigo as well as Alizarine and Anthracene Dyes be left on the free list."

This prayer, for the foreign patent owner and dye-maker, was signed by 38 of the most prominent cotton manufacturers in this country. In consequence of these prayers, the proposed 10 per cent duty on Indigo and dyes obtained from Indigo and Anthracene, was withdrawn, while dyes obtained from Carbazol were for the first time placed in the free list.

That is the way the American dye consumer has been pulling the chestnuts out of the fire for the foreigner, during the past forty years. The Coal Tar Dye industry is adapted to this country because of our abundant supply of raw materials, and with fair tariff treatment, would have flourished and extended. It has not had fair treatment.

I am not a believer in bolstering up an illogical industry with tariff duties, but I am still less a believer in imposing duties for the express benefit of other countries. When you put a duty on raw material that *must* be imported and then put the finished product in the free list, you are protecting the foreigner and actually discriminating against the home manufacturer. That is just what Congress has been doing since 1883. The American dye manufacturer must needs make the prayer of the backwoodsman: "Oh Lord, if you won't help me, don't help the bear." For the past forty years Congress has been helping the bear. Let us hope that in the future the American dye consumer will be willing to "live and let live," and exert his influence more generously in favor of the American dye maker.

There is no excellence without great labor and sacrifice. You gentlemen, if need be, must be willing to sacrifice a few years of cheap dyes in order to enable your fellow American dye manufacturers to make us independent of the world as to Coal Tar Dyes.

Just here I will venture to sound a note of optimism. There has never been a more favorable time for laying the foundation of a Coal Tar Dye industry in this country than the present. The patents owned by foreigners on the dyes themselves and their raw materials, have run out, leaving the industry free. The machinery needed is also patent free now, and much cheaper than forty years ago. We produce in abundance the raw materials, and what is more, we produce also the men to handle them.

During the past forty years, the universities of the United States have raised their standard of scholarship to the European level, so

that today we have thousands of young men, coming out of our universities and technical schools, who are fully able to compete with Europeans, whether from Germany or France or England. Let us trust in the young men. Even under our old crude backwoods education we have contributed something to the world's progress—anaesthesia for instance, and the cotton gin, the sewing machine, the telegraph, the telephone, the phonograph, the typewriter, the electric light, the aeroplane, the submarine, and what, for some people, is of more importance than all the rest put together, the rubber cored golf ball. There is a possibility then, that if we seriously take up the dyestuff problem, we may at least hold our own with Europe.

Let us hope—and be Americans.

### APPENDIX NO. 1

#### IMPORTATIONS OF COAL TAR DYES FOR 5 MONTHS FROM AUGUST TO DECEMBER, 1914

*Compared with*  
IMPORTATIONS FOR 2 YEARS—1913-1914

##### AUGUST:

Alizarine . . . . .	430,569 lbs.	Value,	\$113,470.00
Dyes . . . . .		"	321,947.00
Indigo . . . . .	887,265 lbs.	"	101,344.00
	<u>1,317,834 lbs.</u>	"	<u>\$536,761.00</u>

##### SEPTEMBER:

Alizarine . . . . .	85,722 lbs.	"	\$ 18,550.00
Dyes . . . . .		"	232,612.00
Indigo . . . . .	276,132 lbs.	"	55,598.00
	<u>361,854 lbs.</u>	"	<u>\$306,760.00</u>

##### OCTOBER:

Alizarine . . . . .	226,014 lbs.	"	\$ 81,573.00
Dyes . . . . .		"	571,876.00
Indigo . . . . .	270,240 lbs.	"	124,976.00
	<u>496,254 lbs.</u>	"	<u>\$778,425.00</u>

##### NOVEMBER:

Alizarine . . . . .	1,678,282 lbs.	"	\$ 414,642.00
Dyes . . . . .		"	1,081,281.00
Indigo . . . . .	1,830,241 lbs.	"	252,167.00
	<u>3,508,523 lbs.</u>	"	<u>\$1,748,090.00</u>

##### DECEMBER:

Alizarine . . . . .	3,162 lbs.	"	\$ 788.00
Dyes . . . . .		"	447,311.00
Indigo . . . . .	147,097 lbs.	"	44,892.00
	<u>150,259 lbs.</u>	"	<u>\$492,991.00</u>

**TOTAL—5 months:**

August . . . . .	1,317,834 lbs.	"	\$ 536,761.00
September . . . . .	361,854 lbs.	"	306,760.00
October . . . . .	496,254 lbs.	"	778,425.00
November . . . . .	3,508,523 lbs.	"	1,748,090.00
December . . . . .	150,259 lbs.	"	492,991.00

	5,834,724 lbs.	"	\$3,863,027.00
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**AVERAGE MONTHLY:**

	1,166,944 lbs.	"	\$772,605.00
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**IMPORTATIONS FOR TWO YEARS ENDING DEC. 31, 1913-1914****1913:**

Alizarine . . . . .	5,918,337 lbs.	Value,	\$1,493,446.00
Dyes . . . . .		"	7,111,483.00
Indigo . . . . .	8,345,125 lbs.	"	1,137,569.00
	14,263,462 lbs.	"	\$9,742,498.00

**1914:**

Alizarine . . . . .	4,248,535 lbs.	"	\$1,216,536.00
Dyes . . . . .		"	6,845,160.00
Indigo . . . . .	7,927,151 lbs.	"	1,188,795.00
	12,175,686 lbs.	"	\$9,250,491.00

**TOTAL FOR 2 YEARS:**

Alizarine & Indigo . . . . .	26,439,148 lbs.	"	\$ 5,036,346.00
Dyes . . . . .		"	13,956,643.00
	26,439,148 lbs.	"	\$18,992,989.00

**AVERAGE MONTHLY FOR 2 YEARS:**

Alizarine & Indigo . . . . .	1,101,631 lbs.	"	\$209,847.00
Dyes . . . . .		"	581,527.00
	1,101,631 lbs.	"	\$791,374.00

**AVERAGE MONTHLY QUANTITY ALIZARINE AND INDIGO:**

For 5 months, 1914 . . . . .	1,166,944 lbs.	
For 2 years, 1913-14 . . . . .	1,101,631 lbs.	
Increase in 5 month period . . . . .	65,313 lbs.	
		or 5.9%

**AVERAGE MONTHLY VALUE TOTAL PRODUCTS:**

For 2 years, 1913-14 . . . . .	\$791,374.00
For 5 months, 1914 . . . . .	772,605.00
Decrease in value for 5 month period . . . . .	\$18,769.00
	or 2.42%

The decrease in value is due to the steady decline in prices during 1913 and 1914.



## APPENDIX NO. 2

## DYESTUFFS AND COTTON IN THE TARIFFS OF THE UNITED STATES

## DYESTUFFS

## COTTON

## TARIFF JULY 4th, 1789

Indigo, 16c lb.  
Dyeing drugs and woods, free.

Cotton, 3c lb.  
Ready made clothing, 7½%.

## TARIFF AUGUST 10th, 1790

Indigo, 25c lb.  
Dyeing woods and drugs, free.

Cotton, 3c lb.  
Cotton manufactures, 7½%.

## TARIFF MARCH 2nd, 1791

7½% duty extended to all colored manufactures of cotton.

## TARIFF JUNE 7th, 1794

Cotton goods, 5%.

## TARIFF MARCH 3rd, 1797

On dyed and printed muslins, etc., an additional 2½%, making total duty of 7½%.

## TARIFF APRIL 27th, 1816

Indigo, 15c lb.  
Dyeing drugs, 7½%.

Manufactures of cotton, 25% to 33⅓%.

## TARIFF MAY 22nd, 1824

Manufactures of cotton, 25%.

## TARIFF MAY 9th, 1828

Indigo additional 5c lb. for one year; then increased to 10c lb.

Cotton manufactures increased specifically.

## TARIFF JULY 14th, 1832

(A lowering tariff)

Indigo, 15%.  
Dyeing drugs, free.

Cotton manufactures, 20% to 25%.

## TARIFF MARCH 2nd, 1833

Indigo, free.  
Also all dyes, except alum and bichromate of potash, free.

Cotton, as in the previous tariff, unchanged, 20% to 25%.

This was the *first* tariff, making Indigo *free* of duty, while leaving the manufactures of cotton at 20% to 25% duty.

## DYE STUFFS

## COTTON

TARIFF JULY 30th, 1846  
(The Walker Tariff)

The most rational tariff ever made, and which, therefore, remained unchanged for 15 years.

Indigo, 30%.

Dyewoods, 5%.

Articles for dyeing, 20%.

Manufactures of cotton, 25% and 30%.

## TARIFF JULY 14th, 1862

Extract of resin or Aniline Colors, 25%. (This is the first mention of Aniline Dyes in the tariff.)

Extract of Indigo, 10%.

Extracts Indigo and Dyewood extracts, 10%.

Cotton, 1½c. lb.

Cotton goods, 5% to 1c per square yard.

## TARIFF JUNE 30th, 1864

Aniline Dyes, \$1.00 per pound and 35% ad valorem.

Indigo carmined, 20%.

Cotton, 2c lb.

Cotton goods:

White, 5c. per sq. yard.

Bleached, 5½c per sq. yd.

Colored, 5½c per sq. yd. plus 10%.

Denims, 35%.

Cotton shirts, velvets, braids, etc., 35%.

## TARIFF JULY 14th, 1870

Aniline Dyes, 50c and 35%.

Aniline Oil, free.

Manufactures of cotton, 2c to 3c lb.

## TARIFF MARCH 3rd, 1883

Alizarine, free.

Aniline Dyes, 35%.

Coal Tar Products, not Dyes, 20%.

Indigo and Artificial Indigo, free.

Cotton thread, from 10c to 48c per lb.

Cotton cloth, not exceeding 100 threads to the square inch, plain, 2½c. per sq. yard. If dyed, 4½c per sq. yard.

Other products, up to 40% ad valorem.

Cotton cloth, plain, exceeding 200 threads to the square inch, 4c per square yard; if bleached, 5c per sq. yd.; if dyed, 6c per sq. yd.

Hosiery, common, 35%; fashioned, 40%.

This was the tariff that killed the Coal Tar Dye industry in the United States. It will be observed that, although Aniline Dyes had the specific duty of 50 cents per pound removed, Aniline Oil, Alizarine and Indigo were put on the free list. Cotton cloth was taxed 4 cents per square yard, if undyed, and 6 cents per square yard or 50% more, if dyed.

## DYE STUFFS

## COTTON

## TARIFF OCTOBER 1st, 1890

(McKinley Tariff)

Coal Tar Dyes practically unchanged.

Cotton cloth, exceeding 200 threads to sq. inch, plain,  $4\frac{1}{2}$ c per sq. yd.; if dyed,  $6\frac{3}{4}$ c per sq. yd.

## TARIFF AUGUST 27th, 1894

(Wilson Bill—Democratic)

Coal Tar Dyes reduced to 25%.  
Alizarine Dyes and Indigo, free.

Cotton yarn, white, 3c per lb. and upwards; if dyed, 6c per lb. to 8c per lb.

Cotton cloth, exceeding 200 threads to the square inch, white, 3c per sq. yd. to  $4\frac{1}{2}$ c per sq. yd., according to weight; if dyed,  $5\frac{3}{4}$ c per sq. yd. to  $6\frac{1}{2}$ c per sq. yd., according to weight, or when valued over 16c per sq. yd., 35%.

## TARIFF JULY 24th, 1897

(Dingley Bill)

Coal Tar Dyes, 30%.  
Coal Tar preparations, 20%.  
Alizarine Dyes and Indigo, free.

Cotton yarn, white, 3c lb. and upwards; dyed, 6c lb. and upwards.

Cotton cloth, exceeding 200 threads to sq. in., white,  $3\frac{1}{2}$ c per sq. yd. to 5c according to weight; if dyed,  $6\frac{1}{4}$ c per sq. yd. to 7c per sq. yd., according to weight.

## TARIFF AUGUST 5th, 1909

(Payne-Aldrich Bill)

Coal Tar Dyes, 30%.  
Coal Tar preparations, 20%.  
Alizarine Dyes and Indigo, free.

Cotton yarn, white,  $2\frac{1}{2}$ c lb. and upwards; dyed, 6c lb. and upwards.

Cotton cloth, exceeding 200 threads to sq. in., white,  $3\frac{1}{2}$ c to 10c per sq. yd., according to value; if dyed,  $6\frac{1}{4}$ c to  $12\frac{1}{4}$ c per sq. yd., according to value.

## TARIFF OCTOBER 3rd, 1913

(Underwood-Simmons Bill)

Coal Tar Colors or Dyes, 30%.  
Coal Tar preparations, 15%.  
Coal Tar products, as Aniline Oil and Salts, Toluidine, Xylidin, etc., 10%.  
Coal Tar distillates, Benzol, Naphthol, etc., 5%.  
Alizarine and Alizarine Dyes, free.

Cotton thread, white, 5% to 25%, according to numbers; if dyed,  $7\frac{1}{2}$ % to  $27\frac{1}{4}$ % ad valorem.

Cotton cloth, white,  $7\frac{1}{2}$ % to  $27\frac{1}{2}$ %; if dyed 10% to 30% ad valorem.

Indigo and Indigo Dyes, free.  
Carbazol Dyes, free.

This tariff is the most favorable to the general development of the Coal Tar Dye industry ever passed. It leaves the color manufacturer a margin of 15% to 25%, and at the same time, gives an encouragement of 5% to the tar distiller, and of 10% to the manufacturer of the primary raw materials, such as aniline oil, toluidine, etc. It may be observed that the free list is still further enlarged by the addition of dyes obtained from Indigo and from Carbazol.

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The salient facts of the above record are the steady decline in the duty on dyes and the steady advance in that on cotton manufactures.

Indigo was first made free in the tariff of 1833, and permanently free in 1883, together with Alizarine.

The first mention of Aniline was in the tariff of 1862, which imposed a duty of 25% on "Extract of Resin or Aniline Colors."

The crippling blow to the Coal Tar Dye industry here was struck by the tariff of 1883, of which all subsequent tariffs are simply modifications.

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### APPENDIX No. 3

#### THE SITUATION IN ENGLAND AND FRANCE

##### THE SITUATION IN ENGLAND

The British Government and the British dye consumers, have been considering various schemes for establishing the Coal Tar Dye industry in England since last August.

The net result is the proposal to form a company with a capital of \$10,000,000, of which \$5,000,000 shall be taken by the public or dye consumers at once. Against this the Government will lend the company for 25 years at 4%, payable out of the net profits, \$5,000,000. Then, if the stock of the company be increased, the Government will advance up to \$2,500,000 more against an increase of the subscribed capital, amounting to \$10,000,000.

In addition, the Government will give the company \$50,000 yearly for 10 years to support experimental laboratories, shareholders in the company to have preference in the supply of dyes made by the company.

A discussion of this scheme took place in the House of Commons, February 22d last. Mr. H. A. Paget said that most traders believed that the only solution of the problem was for the Government to put a duty on dyestuffs after the war.

Mr. T. C. Taylor thought the best way to relieve the situation was to furnish Switzerland with the raw materials and let her make the dyestuffs for England.

Mr. Runciman, president of the Board of Trade, said that England uses yearly \$8,000,000 to \$10,000,000 worth of dyes, of which 80% to 90% were imported from Germany. He thought the company should be organized as proposed, with a view to establishing the industry permanently, by assuring it of the support of British dye users, and by training chemists to carry it on in the future. For the present, he thought the best way was to secure as much as possible from Switzerland by furnishing raw materials to the Swiss manufacturers.

"COMMERCE REPORTS"—APRIL 23, 1915

ENGLISH GOVERNMENT CONTROLS NATURAL INDIGO

The British Government Board of Trade has announced that in order to mitigate the shortage of Indigo caused by the war and also to prevent any speculative holding of natural Indigo, the Government has acquired the greater part of the crop now coming forward.

This announcement will not be without interest to dyers in the United States, who have undoubtedly been figuring on a certain portion of the Indian crop of natural Indigo. In ordinary times, of course, natural Indigo is not much used in this country, as it has suffered greatly in recent years from the competition of synthetic Indigo. Now that the supply of the latter has been rendered so uncertain, however, attention has been directed once more to the Indian supply.

Separate official statistics are not to be had for American imports of natural Indigo, but the total for artificial and synthetic in 1913 was 8,345,125 pounds, as compared with 8,032,305 pounds in 1912. According to official Indian and British figures, the total exports of natural Indigo from India and England to the United States in 1913 were 200,704 pounds, and in 1912, 245,840 pounds, and these quantities undoubtedly formed the bulk of the natural Indigo imports for those years. About two-thirds of the natural Indigo imported comes directly from India. India's entire output for the 1913-14 season was only 845,376 pounds.

Two of India's most important customers are not in the market now for its product—Turkey and Austria-Hungary. The exports to Turkey in the fiscal year ended March 31, 1914, amounted to 305,872 pounds and to Austria-Hungary 174,048 pounds.

THE SITUATION IN FRANCE

Leon Lefevre, editor of the French trade paper, "Revue Générale des Matières Colorants", has this to say about the situation in France:

"The European war has demonstrated the dependence of the world on Germany for dyes. As to making these dyes in France, we must admit that we could not manufacture all the dyes used over night. An industry of this nature could not be organized even in many months. In fact, we could not undertake the task at all without absolutely prohibiting the importation of German dyes, because the Germans possess a real monopoly powerfully organized. They have a capital of \$100,000,000, with their plants already paid for and written off their books. They have forty years of technical experience, an army of trained chemists and unlimited scientific laboratories. Lastly, they have a remarkable commercial organization, which carries their products to every part of the world. It is against such an enormous and powerful machine we must fight, and we cannot succeed without prohibition of German imports absolutely."

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PRESIDENT HICKMAN: Unless it should be your specific pleasure, we will not enter into a discussion of the dyestuff situation for the simple reason that we have an excellent com-

mittee that is doing splendid work and for certain reasons, which it is unnecessary to state here, they can't give out all the work they are doing, but we want you to understand this Association is by no means idle, and they are doing everything possible for you, and a committee of three splendid men: Mr. Ceasar Cone, Mr. W. A. Erwin and Mr. T. H. Rennie, have this matter in charge and your interests will be greatly protected, and unless it is your specific desire, we will not discuss this matter here today.

The next on our program this morning is an address by Mr. J. T. Rose, of Atlanta, Ga., on "General Business Efficiency in Connection with Cotton Mill Management."

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## GENERAL BUSINESS EFFICIENCY IN CONNECTION WITH COTTON MILL MANAGEMENT

By JOSIAH T. ROSE, Atlanta, Ga.

The value of the products manufactured each year in the United States is \$20,672,000,000.00 as against the value of all the products of the farm of \$8,926,000,000.00. By comparison, the value of the manufactured articles exceeds the value of all the products of the farm, including animals, by approximately two and one-half times.

The number of persons employed in the manufacturing industries is 7,678,578 as against 5,865,003 farmers. The amount of money expended by the Government in development work to assist the manufacturers in the marketing of their goods is \$160,000.00, and the amount of money appropriated and spent to assist in the development of agriculture is \$5,000,000.00 a year. This \$5,000,000.00 expended by the Secretary of Agriculture in development work, increases the products of the farms some \$300,000,000.00 yearly, which is a handsome return on the investment.

We, therefore, as manufacturers, do not want the agricultural appropriation reduced, but we do want the appropriation of the Department of Commerce increased. Think of an industry whose products amount to approximately \$9,000,000,000.00 yearly receiving co-operation from the Government to the extent of \$5,000,000.00, and showing an additional return of \$300,000,000.00, while our great manufacturing industry, whose products amount to over \$20,000,000,000.00, receiving Government co-operation to the extent of \$160,000.00 for development work. It is our fault if we do not get proportionate support for our industries through our representatives in Congress, provided, or as soon as, manufacturers become persona-grata and active in municipal, state, and national law-making affairs.

Of this total value of manufactured products of approximately \$20,000,000,000.00, over \$12,000,000,000.00 is the value of the raw material, and over \$8,000,000,000.00 is the enhanced value by the process

of manufacturing, of which amount \$3,430,000,000.00, or 42.5 per cent., is paid directly to labor.

Of the two great industries of the United States, Textiles and Steel, a comparison shows them to be almost equal in all essential respects, the two comparisons being as follows:

Number of wage earners in

TEXTILE—1,440,000, or 21.7% of all wage earners.

STEEL—1,030,000, or 15.5% of all wage earners.

Value of products produced in

TEXTILE—\$3,054,000,000, or 14.8%.

STEEL—\$3,163,000,000, or 15.3%.

Added value of product by manufacturing:

TEXTILE—\$1,312,000,000, or 15.4%,

STEEL—\$1,361,000,000, or 16%.

Increases in last ten years of census report:

Number of wage earners in

TEXTILE—40.6%.

STEEL—37.8%.

Increase in value of products, in

TEXTILE—87.6%.

STEEL—74%.

Increase in added value of manufacture, in

TEXTILE—79%.

STEEL—66.7%.

These two industries aggregate in value 37.2% of all our manufactured products.

So, our cotton manufacturing association is an important part of an industry which employs more wage earners than any other industry in the United States, and in which during the last ten years covered by the United States census, the number of wage earners increased 40.6 per cent., the value of the manufactured products increased 87.6 per cent. and the added value of the products by manufacturing increased 79 per cent. Omitting the value of the raw materials in both textiles and steel, a comparison of the two industries shows that in the cotton industry salaries amount 2.6 per cent., and wages amount to 24 per cent. of total value, while in the steel industry salaries amount to 2.9 per cent. and wages amount to 18.3 per cent., or a difference in executive and clerical costs of .3 of one per cent., and a decrease in wages of 5.7 per cent.; a net gain in favor of the steel industry of 5.4 per cent. Remember that this comparison is good because in the two industries the number employed, the value of the products, and the increased value by manufacture, are approximately the same.

Would it pay the cotton mill industry to increase its executive and clerical expense, if need be, in an effort to decrease its wage expense, and if so, for what shall this expense be used?

First: By securing the services of the best Auditor Efficiency individual or firm you can find, who is an expert in his line of business the same as you are in yours. He, or one of his men, should remain daily and continuously at your plant for three months, six months, a year, or longer, depending upon the size of the plant, the work to be done and the co-operation or resistance he may receive from your men or yourself or both. This man will show you the results he has secured for other mills, and you will have to assume that he knows

his business, and let him get results for you in his own way. Neither you nor your men may know the future plans he has in mind. You are both much in the position of a patient and a nurse with the doctor in charge of the case—the result depends upon how well you obey the instructions of the doctor. As the head of your mill, you must first prepare yourself to give up many of your cherished ideas of the only way to succeed, and give your undivided support to his plans and ideas, for the efficiency man is very sure to have rather strong opposition at first, from the men under you.

The average General Superintendent and Superintendents all but resent the idea that a man not directly in the cotton mill business can come in, who admittedly knows less about the mill business than they do, and show them how to do the same work with fewer men, or more work with the same number of men, do it easier, and both they and their wage earners be better pleased with their work and the results obtained. Yet, just such is being done every day, and can be done in your mill, if it has not already been done.

An increase in production of 43 per cent.; a decrease in unit cost of 28 per cent.; and an average increase in wages of 18 per cent., is the record of one mill where no new machinery was installed, no men in executive positions were asked to resign, no wage reductions, but on the contrary wage earners shown how to earn more money and are receiving an average of 18 per cent. more, physical fatigue has decreased, and the percentage of changes of employees has decreased some 75 per cent.

The lack of information regarding wages and conditions in cotton mills makes these subjects excellent stumbling-blocks for the misinformed, and good bogies for the agitators. If what both of these classes want are better wages for better results, it can be solved by prompt action on your part without the action of agitators or state legislators, and decrease instead of increase in cost of production.

The question of how this can be done is too comprehensive to attempt to answer in the time allotted for this paper, but a few essentials may be mentioned. First: Expert investigation at all points in the process of manufacture to discover wasted time and material. You have men and women in your mill who are wasting both, not because they intend to do so, but because they have not been shown how to avoid such waste, nor have you made it to their interest not to waste. After expert investigation, and when you have established standards for their guidance, then by a system of bonuses make it to their interest to exceed the minimum standard established. Second: After standards have been set, organization must be perfected to carry these standards into effect. This, you say, means additional clerical force and you can't afford the expense. Can you afford a 24 per cent. wage expense when it should be 18 per cent. or less? Standards will require records which are the tell-tale of increased or decreased cost and production. The use of these complete records may require the establishment of departments, which have heretofore not been established in cotton mills. For instance, a planning department is one of great importance. Its general purpose is to know from reports what all of the departments are doing and what they have promised to do, thus harmonizing all the departments, preventing delays from one to the other, letting superintendents know one, two, three or more days in advance the work that is coming to them. In this way excuses and trying to put the blame on someone else or some other department will cease,



men in authority will have to carry the load, they can properly think out and plan their work in advance, and workmen will not be forced to idleness and indifference. Other departments similar to this would be established, each with its particular constructive work to do.

Third: The selecting of the best men and women in the organization and the sifting out of the less efficient ones.

Fourth: Compensation. This should be either on the basis of a daily wage for a fixed minimum production plus a bonus for extra production; or, and preferably, it should be on the basis of piece work prize for a minimum production, plus a bonus in addition to the regular prize on production in excess of the minimum.

Leave the bewildering questions as to how these things are to be done, how records are to be kept, how payrolls can be made up, and other perplexing questions that may come up in your mind to those whose business it is to know how to do these things, for they do know how and it can be done with decreased cost to you and increased wages to your employees.

Fifth: The training of your men to study your local conditions and perfect in detail the system of organization. When the labor of the Efficiency Engineer has been completed your real work will have just begun. The education and training which you and your men will have received, and the persistency with which you make use of the new system of organization by perfecting it and adapting it to your needs, will largely determine the benefits you are to derive. Complete and accurate reports from all departments remove guess-work on your part, require men to make daily records and reports instead of weekly, monthly, or yearly reports, and enable you to commend them at the time when such commendation will be most effective, or suggest ways of securing better results to those whose records do not merit favorable commendation.

This efficiency system carries with it the use of both standing and special committees, the number and scope of which cannot be outlined here, but the general purpose of which can be briefly stated. Assuming the worst condition—that you do not want the suggestions and judgment of your superintendents but want them only to carry out your instructions, you will find that if they have been present as a committee when you arrived at your decision and know the causes that produced your decision and the objective points you have in mind, they will be able better to understand and execute your orders.

But the old plan of instructions does not secure the best results and should be abandoned in favor of committee decisions, even though you finally have to be a majority of the committee.

The question of cost accounting will come up. Does your superintendent know the origin and distribution of every item entering into the cost sheet submitted to him by the cost department, and has he been consulted before any purchases or repairs are made, the distribution of the cost of which will effect his cost of production? Either he is entitled to consultation and the right of making suggestions in these matters, or he is not qualified for the position, and if you inject items into his cost sheet without his knowledge, you will not get his most constructive efforts.

In your monthly cost sheet, do you show regular seasonable repair bills as of the month or months in which the yearly repairs are made, or do you set up a fund by charging a fixed amount per unit of pro-

duction monthly so the same charge against production cost is made in months when repairs are not being made as when they are being made?

Items in a cost sheet other than those affected by operations from day to day should become a uniform fixed charge monthly. In this way any change in production cost for better or worse can be seen at a glance on the monthly cost sheet, and the responsible man can have no defense.

In the purchasing of material, other than large items, such as cotton, fuel, and power, do you arbitrarily buy supplies, put them in the store room, and send the memorandum to your superintendent? If so, you are omitting the personal element of putting the man who is responsible for the use of such supplies behind them, with the feeling that they must be used to the best advantage and not wasted or abused. Supplies from the store-room are charged to his cost of production as they are withdrawn, and he should at least be consulted regarding all such purchases, in fact, the supply purchasing department should be under the general superintendent as operating manager.

By arbitrary purchasing, you also lose the knowledge and experience of the man who uses the material and knows its comparative value better than you or your purchasing agent. Too many times price, personal friendship, or some other unsound basis is used for making purchases. All orders for supplies should, of course, go over your desk for approval, and such approval should not become a mere matter of form.

Sales organization, accounting, traffic, and other departments would receive careful and detailed consideration in an efficiency organization. True efficiency is the effective way to meet, in a constructive manner, the demands of the agitator, whether he be commercial or political, without having to deal with him. You owe the most economical and efficient management possible to your stockholders, your directors, and yourselves, but even more so, you owe it to those under you, who of their own volition, both by lack of authority and ability cannot increase their productiveness and compensation but must rely upon you to make these things possible for them. Think of your responsibility, both to those who have their money invested (which is accumulated labor on which they are entitled to the best possible returns), and to your present wage earners who are also entitled to the best possible returns for their daily service.

The president of the mill, the percentages of which were mentioned above, and which in dollars last year aggregated a saving of \$92,000.00 to the stockholders and a wage increase of 18 per cent. to the employees, bewails the fact that so many hundreds of thousands of dollars should have been sacrificed and so many thousands of employees failed to increase their earning because he did not begin eight years ago when he took charge, instead of waiting some six years before going into the real question of efficiency in mill management. He employed a firm of efficiency engineers, and had the services of one man continuously for a number of months, and from time to time the services of two men.

You can do much without such services, and possibly by much reading and study on your part accomplish the same results, but in a much longer period of time.

This paper will have accomplished its purpose if it arouses you to the point of investigation and action toward greater efficiency in cotton mill operation.

SECRETARY BRYANT: You will find an exhibit of cotton goods by Mr. W. A. Graham Clark, of the Department of Commerce at Washington, on the mezzanine floor.

For those who wish to take the trip to the Memphis Terminal Corporation plant this afternoon, I want to explain to you that the party will leave the hotel on Main Street at 2:00 o'clock. If you wish, you can get lunch before you start and be ready to leave promptly at 2:00.

Mr. Dickson, who is present, has a cleaning process and wants to discuss it with a committee. The President has appointed on this committee Mr. J. P. Gossett, Mr. C. E. Hutchison and Mr. H. P. Meikleham. These gentlemen will please meet with Mr. Dickson and discuss with him this cleaning process.

The program provides for a lecture tonight by Mr. Charles T. Plunkett. Mr. Plunkett wired me as follows:

Destruction of banking building by fire will compel attention to insurance adjustments and rebuilding plans for several days. I am greatly disappointed in being unable to be with you in Memphis—had planned to start tomorrow. Best wishes for successful meeting.—(Signed) C. T. PLUNKETT.

On account of Mr. Plunkett's not being here, there will be no meeting tonight, but there will be a meeting tomorrow morning at 10:00 o'clock, and it will be a right full meeting and we want to begin promptly.

PRESIDENT HICKMAN: You will notice on the program "Discussion" on Mr. Rose's paper. We will be glad to hear from any present.

MR. ERWIN: Mr. President, it seems to me that after hearing such a valuable paper from Mr. Rose, it would be in order that a motion of thanks be extended to Mr. Rose, and if there is no objection, I desire to make a motion of thanks to Mr. Rose for his very valuable paper.

Seconded and adopted.

PRESIDENT HICKMAN: Mr. Albert Greene Duncan, president of the National Association, of Boston, is present, and we would like to have a few words from Mr. Duncan. (Applause.)

MR. DUNCAN: Gentlemen, I had expected that this would be one of the few occasions that I would not have to make a speech. When I heard Mr. Hickman make his address, I thought it will only be a couple of weeks until that will be my duty—the 28th of April.

I can only say I think the good spirit which is developing year by year between our Associations is most helpful. I think we can work together much more effectively than we can apart. I think it is important and advisable that each Association maintain its individual interests. Each Association has its own perplexities, but as you know, you gentlemen of the South can depend on the co-operation of the National Association of Cotton Manufacturers, and I feel that we can count on your co-operation.

I thank you gentlemen for this opportunity to say these few words, and I trust as many as possible will go North next week and meet with us in Boston. (Applause.)

SECRETARY BRYANT: I have a paper in my hand of Mr. C. C. Moore, and I hope Mr. Moore will be here tomorrow to read this paper.

PRESIDENT HICKMAN: The meeting will now adjourn until 10:00 o'clock tomorrow morning. I want to urge you to be present.

Adjourn.

## SECOND DAY

Wednesday, April 14, 1915.

The meeting was called to order by President Hickman at 10:30 o'clock.

SECRETARY BRYANT: As I announced yesterday, the railroads have agreed—the Frisco and Southern Railway—going East, to leave at 10:30 instead of 8:30, the regular schedule. The L. & N. going through Nashville will also leave at 10:30. The L. & N. will stop at the Country Club and those who do not wish to come back here, can take the train from the Club. The Southern Railway has plans to stop its northbound train at the Country Club for any who may wish to board it from there, and that train (Memphis Special) will leave at 11:00 o'clock instead of 10:30.

Automobiles will be at the hotel at 2:30 to take the party around the city and to the Country Club where dinner will be served at 7:00. Cars will be available at the Club at any time to bring back those who wish to come in early.

The Frisco railroad has a room (No. 128) where they are making reservations. The Southern at the uptown ticket office on Main Street and the L. & N. have a man in the hotel and also have a man at their office making reservations. There is going to be quite a crowd on each train tonight and I would suggest that you make your reservations before you go to the Country Club; that is between the time of adjournment of this meeting and time to leave for the Club. I am calling this to your attention because berths might be hard to get and the railroads will put on additional cars if necessary, but will have to know a little beforehand.

MR. DUNCAN: I should like to present a resolution on the subject of American Merchant Marine Steamers.

PRESIDENT HICKMAN: It will be a pleasure to have you hand it to the committee on resolutions.

PRESIDENT HICKMAN: The opening address this morning will be made by Mr. Kenneth R. Hooker, of Cincinnati. For those who do not know Mr. Hooker, I will say that he has had wide experience in New York City and is a man thoroughly brushed in the trade, and I believe he is going to say something important regarding these abuses, and I am sure it will be interesting to us all.

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## TRADE ABUSES AND A REMEDY.

By KENNETH R. HOOKER, Cincinnati, Ohio.

There is a strange element in the make-up of the average business man which, in so many cases, enables him to live through the pleasant days of prosperity with but little serious thought of the times of adversity which have gone before, and without making full preparation to weather the storms that are as sure to come as death and taxes. Perhaps it is because we are so eternally hopeful that we too easily induce ourselves to believe that each panic or period of general business depression will be the last one during our day, or that next time our own particular trade will be the one to be favored by the ill wind.

So far as the cotton manufacturing industry as a whole is concerned, it has failed utterly in certain essentials to profit from past experience, and has benefitted but little or not at all by the very expensive schooling received after the panic of 1907. Within the past eight months there has been sufficient analogy to the conditions existing in 1907 to forcibly bring our common troubles once more to mind and to justify, if not demand, that certain evil practices existing in our trade shall be again and finally considered to the end that they be moderated or eliminated. It is not to be thought that all abuses start during hard times or that they are suffered only then, for such is not the case; they then, merely increase in number and assume more aggravated forms. Nor is it to be assumed that commission of sin is always confined to any one branch of the textile trade, and in facing the situation frankly, it must be admitted that at one time or another, each of the several factors is at fault in its own peculiar way—the mill, the commission house, and the buyer, and oftentimes the three ably abet one another in initiating faulty practices.

It will not be amiss to mention the more common forms of abuses in the cloth trade in at least a general way, giving the place of honor to the mills, then taking up those which are usually uppermost in our minds—those which we choose to believe are, without exception, unjustly forced upon us by the other fellow.

It should be understood that these views are expressed by a cloth commission merchant, and, from subsequent remarks, you will be able to judge whether or not the methods of our own great clan are entirely beyond improvement. The indulgence of the mill men is, therefore, requested.

It may be safely said that the occasions are rare indeed when a mill enters into a contract to deliver goods without a full and sincere intention to perform its part in accordance with the letter and spirit of that contract. But experience has shown that in the past individual mills have been so affected by changes in conditions that their actions have given buyers ground for the belief that they have been not unwilling to force rather more than their share of profit or to evade their share of loss.

To illustrate: Mention has been made of a mill which, at profitable prices, sold almost simultaneously to two separate houses its entire production of a certain class of goods. This may have been an oversight at the start, but if so, it might have been confessed and corrected without serious consequences. It so happened, however, that through a peculiar chain of circumstances, the buyers were able to compare notes, and, as a result, both cancelled their orders. By that time the market had declined, but you will probably agree that the mill got its just desserts.

The foregoing is a flagrant and unusual case of abuse on the part of a mill. By far the greater number of complaints arise from miscalculation as to production and consequent disappointment to the buyer on account of unsatisfactory delivery after substantial price changes. In such cases, and where branded or ticketed goods are sold, it hardly satisfies the buyer to receive the necessary number of bales or cases when the number or pieces or the yardage in each has been reduced below the standard after a market advance. On the other hand, he is more than likely to complain when, under reversed conditions, the packages are larger than usual.

No doubt, in the experience of any commission house instances have arisen which indicate great carelessness in the matter of samples, and excepting the delivery of light weight, off color or imperfect goods, there is hardly a more direct road to cancellations and trouble in general than is created by sending out samples which are not in accordance with the specifications and with the goods which may be delivered later. At times mills have made important alterations in the quality and have failed to notify their agents promptly, allowing them to sell by older samples of superior quality. This is a fruitful source of trouble and only one of the instances which might be used to illustrate that all mills do not always lend to their agents the full measure of co-operation which is so necessary to their mutual welfare.

One of the services which the selling agent must render in return for his commission is the adjustment of all claims and controversies, and few mills seem to make proper allowance for the difficulties of such situations, or the sometimes unnecessary expense which the selling agent sustains.

Claims and losses growing out of the cancellation of orders because of delayed deliveries on a declining market are the most common nuisance in our trade, but the cause is usually found in a miscalculation of the mill's production.

Turning to the trade abuses or evils which are forced upon both the mill and selling agent, or to which both of us submit sometimes only too readily, we find some unreasonable practices which have been suffered so long as to become almost trade customs.

**FREIGHT ALLOWANCE.** Within the last few years there has been a strong tendency toward establishing fixed allowances to the several

sections of the country, but there is still much to be hoped for. Even at this time it is almost impossible to foresee what excessive allowance may be made, particularly on shipments destined for the West. Quotations to other territory may carry an allowance of the actual rate, New York rate, or in not unusual cases, an allowance is offered which would carry a shipment well beyond its destination. On certain lines of goods the sellers have managed to standardize the allowance either through direct co-operation or through tacit understanding, but there is room for much improvement.

**F. O. B. SALES.** Growing out of the practice of delivering certain classes of goods from local warehouses comes the demand from buyers that even direct shipment from mills shall be delivered at destination at seller's risk while in transit and billed upon arrival. A refinement of this evil is the demand for cartage allowance, and in both of these exactions certain buying houses have forced their points successfully.

**CASH DISCOUNT.** Custom has defined rather exactly what lines of goods shall be sold with a cash discount, and the maximum length of time the buyer shall be allowed in which to pay his account. Abuses under this head are of daily occurrence. Passing over the small, weak buyer we find that mills or commission houses not infrequently risk the creation of bad precedent by giving an unusual discount, or by extending the term of payment by extra dating. Over-anxious sellers have even offered a cash discount or more than the usual ten days on plain cloths upon which you all know the orthodox terms are net ten days. Similar disturbances have been caused not infrequently in all other lines of fabrics.

**PRICE GUARANTEE.** This practice must have found its way into the textile trade from some other industry where raw material cost nothing or did not fluctuate in price. A prominent student of business ethics has said:

"The guaranteeing of prices is one of the greatest evils now existing, and which has existed for years in certain branches of of the textile trade which affect the business as no tariff ever could."

As a shrewd cotton mill man quaintly expressed his objection to this practice:

"You will find that 'guarantee' in any manner, shape or form will serve you poorly every time. It is as active as a cat, smart as a whip, unreliable as a gingerbread negro, as tricky as a mule and could whip Kitchener in a fight. Several years ago we found that we were not smart enough to use it, as every time we did, we got into a heap of trouble, so we cut it out of our business."

**DELAYED CLAIMS.** It is universally conceded in the trade that no claims may be recognized after goods are cut or converted, nor in any case unless the claim is made within a reasonable length of time after delivery of the merchandise. Nevertheless it is fair to assume that every house has more than once received and eventually made allowance on, claims which were outlawed by the agreement just stated, and in connection with which there were no extenuating circumstances. This has been condoned because it was a matter of policy. Stated bluntly, the seller is afraid to assert his rights and stand on them.



**SPECIAL ALLOWANCES.** Principal among those is the practice of privately selling first quality goods with the understanding that both order and invoice will specify "seconds." Rarely if ever is any one deceived, as the buyer, just to show what a "foxy" fellow he is, generally imparts the confidence to every one he meets, and a misunderstanding as to the market for that article is a matter of course. There are many petty abuses under this head, such as allowances for cases to be returned; the cases are rarely returned, but the allowance stands.

**BLANKET ORDERS.** There is perhaps nothing called a contract that is more like a rope of sand than an order calling for several descriptions of goods, none of which is specified in detail at the time of purchase, and the delivery of which is to be made "as wanted" during a period extending over several weeks or months. With good luck and a steady market, you may complete such an order, but under other conditions, it is difficult of enforcement. In any case, it must be an abomination to the mill.

The foregoing are only a few of the abuses which are more or less common to the trade, but they will serve the purpose of illustration. It is not to be presumed that any one on the seller's side can profit in the long run from such practices, and if they were eliminated, the seller would still have a sufficiently broad field for the exercise of his talents by meeting competition only in price, quality, delivery and service.

As practically every man connected with the textile industry knows, the American Cotton Manufacturers' Association gave a large share of its attention to the subject of cancellations during the period of depression and radical price changes which followed the panic of 1907. At that time, as you may recall, the necessity for a proper form of sales contract was thought to be paramount, and an admirably selected committee was appointed to perform the necessary task. That committee conferred with a similar body appointed by the National Association of Cotton Manufacturers and with men representing the converters and other important buyers of cotton goods.

After months of the most exhaustive study, a uniform sale note was submitted to, and later was approved and adopted by, the American Cotton Manufacturers' Association in 1910. This sale note was calculated to give to the buyer and to the seller the full measure of protection to which each was entitled, and that it afforded this protection has never been questioned. Information is lacking as to the consensus of opinion of the mills toward this sale note, but there is no evidence to show that it was ever consistently used by the commission houses. The reason in either case is easy to find—no manufacturer or agent, when wanting business, will at that time attempt to force a buyer to subscribe to what the buyer might consider are exacting conditions, especially when the seller knows, or has reason to suspect, that a competitor will gladly accept the order, often under a loose verbal agreement, without even requiring the buyer's signature.

Without risking a very wide shot, it might be said that one of the qualifications of the successful buyer in the larger market is the proper valuation of the knowledge that if a concession is wanted, the chances are favorable that he will find some one in the list of more than two score selling agents who will manage somehow to meet his wishes.

It is during periods when prices are declining that the unreasonable exactions of buyers become most pronounced, and it is at those

times that the unscrupulous buyer makes unjust claims, or attempts the cancellation of orders for the most frivolous reasons. If the selling house refuses to allow the demands, a lawsuit is a prospect, but in any event, relations between the two are strained, and business between them is at an end. The seller has lost a good (?) customer, but the buyer has lost nothing for he still has an ample number of sources of supply and may even obtain through some other house the very mill's goods over which the controversy had arisen. It has been done and the chances are that the mill was none the wiser.

The all too frequent troubles of the mills which grow out of contracts can not fairly be attributed either to the lack of a high order of ability on the part of the selling house or to its loyalty to the mill. The cause lies in the relations between selling agent and buyer, but, more particularly, in the relations of the several selling agents of the whole community to one another.

In no instance such as those last mentioned, would the buyer for one moment have risked permanent damage to his standing had the selling houses been organized as a unit to combat the imposition of unfair practices. As a bit of left-handed justice, let us concede that the buyer of the class stated, and according to his own lights, had some rational basis for pressing his demands. He felt reasonably certain that his closest competitors, being built on the same plans and specifications, were at the time putting over bits of business in the form of claims and cancellations, and it would not do at all to let them hold that advantage. This method of doing business is the direct result of an antiquated system in the "primary" market, and it may be truthfully said that this class of buyers is not responsible for laxity in that quarter.

A careful study of conditions prevalent in New York and other important markets convinces one that the logical solution of the problems which constantly confront us will not come through the continuance of a regime in which blind prejudice, unreasoning competition, and the heaviest bank roll play the leading parts. The solution will not come so long as each house lives in an air-tight compartment, but it will be necessary that a common ground be found out in the open, upon which the several houses may meet for the free interchange of views in mutual confidence, and for the enactment of such proper regulations as will control the abuses of the trade—not only those of the domestic markets, but of the export market as well. In a word, the situation demands a closely knit association of all of the commission houses to be organized on clean, legitimate, constructive lines. This must not be a one man organization, it must not be a secret society, but every commission house should be free to join and enjoy permanently the full privileges of membership unless removed for cause.

The general principles of organization are not open to criticism, as, the great and ever growing number of successful business associations in all branches of industry, both here and abroad, give ample proof of the soundness of the foundations upon which they are built. The power for good of a highly organized body was never more strongly demonstrated than last August. It is impossible to imagine what might have happened if at that time the cotton and financial exchanges of this country had been in the hands of a demoralized mob, in which each individual was working blindly for his own interest. Turning to the textile industry, we find a multitude of organizations all constructively engaged in promoting the interest of their members,

or striving to alleviate unsatisfactory conditions. The cotton mills are well organized into local and state associations with the American Cotton Manufacturers' Association as the parent body. The benefits derived from each of these are too well known to need explanation.

One example illustrating the benefits of organization as applied to the local body is shown in a town in the South where there are more than a dozen mills. Many of these mills are in direct competition on certain constructions of cloth, and they all compete in the labor field. Disregarding these facts, this group of mills purchases the common supply of coal through a committee, and the individual mills profit through a lower coal cost than is possible for competing mills in other similar localities.

Among the buyers of cotton goods the advantages of co-operation are so fully appreciated that associations have long since been formed by the converters, garment manufacturers, and many other important branches of trade.

The cotton goods commission merchants handle perhaps ninety per cent of the product manufactured from three million bales of cotton by approximately thirteen million Southern spindles; yet this tremendous factor in the industry is the only important link in the entire textile chain which is not organized today. The fact that problems are constantly arising which directly affect both the welfare of these houses and of the mills they represent is of itself a sufficient reason for correcting this condition. The commission merchants occupy a position in the middle ground with responsibilities to both mill and buyer, yet they can not as a body meet an association from either side and discuss topics of common interest. These questions are by no means only those of self-defence. As an illustration: Uncertainty regarding the dye stuff situation, which continues even at this time, not only among the mills but among the trade, could have been mitigated had there been means of collecting and dispensing authentic data.

It is evident that the commission merchants do not entirely fail to appreciate the advantages of association. They have tacitly endorsed the principle, for with the exception of but one house of prominence, every commission merchant of New York is a member of the National Association of Credit Men. That means that when the safeguarding of actual money is concerned, co-operation is recognized as being essential. Is it not as important that each house should know other particulars of a customer's make-up and past performances than merely the way he has paid his bills? Has he carried out the other parts of his contracts, or is he prone to make unjust demands? Information of that character can be obtained satisfactorily only through a properly regulated and confidential bureau of a trade association, as no mercantile agency reports those details.

The association idea is not new in the New York cloth market. The younger men appreciate its value, and through their Cotton Goods Association an earnest effort was made last spring to interest the older men, but, unfortunately without success. The reasons for this are left to conjecture, no logical or satisfying explanation having been given. It can not be fear of the Sherman Law, for it is too generally known that business associations are here to stay, and it is obvious that the law does not frown on the legitimate operation of such bodies when they do not tend to make for price agreement or control, apportioning of business, or other discriminations in restraint of trade. A convincing number of court decisions will be found supporting this statement.

The Federal Trade Commission is a new factor in the situation which business—particularly big business—will have to reckon with. An authority states that the purpose of the new Commission, according to the act creating it,

“Is to prevent persons, partnerships, or corporations from using unfair methods of competition in commerce. Whenever the Commission has reason to believe that any unfair method of competition is being used, it is authorized to issue a complaint against the suspected offender and fix a time for a hearing. Individuals or corporations so cited have the right to show cause why an order should not be issued requiring cessation of alleged violations. If such orders eventually are issued and violations complained of are not stopped, the Commission may apply to the Circuit Court of Appeals of the United States for enforcement of its order. Judgments of the Court would be subject to review by the Supreme Court.”

Although the mere rulings of this body will carry a tremendous weight, it is to be noted that enforcement may be had only through the action of the courts. That means delay and uncertainty which may be harder to bear than the evil from which relief is sought. On the other hand, arbitrary changes or decisions affecting an entire industry must be fought by that industry as a unit. It is not to be expected that an individual would champion the cause of the cotton goods trade should matters be under consideration by the Trade Commission which might adversely affect at the same time the interests of both commission houses and mills. The best efforts of a self-supporting and a one hundred per cent. co-efficient organization will be required.

The fact that there is a wide diversity of interests in the cotton goods trade need by no means be considered a vital objection, as the basic principles involved are the same in all lines, and the adjustment of details peculiar to any branch would naturally be left to those most familiar with them.

The outside world is in the midst of the most destructive war known to history and from which even the victorious nations will emerge with crippled industries and exhausted resources. Opinion differs widely as to the conditions which will exist in this country when the war is over, but it is certain that our industries will soon witness the dawn of a new era, even though the time of its coming may be measured in years rather than in weeks or months.

It behooves us of the textile trade to forsake the methods which were up-to-date perhaps a quarter century since, and to prepare ourselves to enjoy to the fullest the prosperity that is bound to follow. Let us begin by establishing a uniform standard of trade practice.

In treating a subject of this character, affecting, as it does, such a wide range of interests, it is necessary to face the whole situation frankly even at the risk of expressing views or convictions that may be distasteful to one or another branch of the trade. There is no intention to criticize the relations between the commission houses and the individual mills, for experience has seemed to prove that these houses fully realize that the very foundation of their own success is dependent upon the success of the mills they represent.

The opinions herein bearing directly on the subject of organization are offered with the hope that they will shed some additional light on conditions in the selling markets for the benefit of the manufacturers,

and to the end that the feasibility and advantages of organization may be realized by them. These opinions are not to be interpreted as even remotely suggesting any detail of *modus operandi* to the organizers of the as yet unborn association. These details are for later consideration.

If the conclusion is reached that a real and practical solution of the question of trade abuses has been suggested, it may be necessary for the mills as individuals and as organized bodies to lend vigorous encouragement and persistent support to the end that an association may be created and made a permanently beneficial and important factor in the industry.

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PRISIDENT HICKMAN: If you want to have any discussion on Mr. Hooker's address, we would be glad to hear from any of you.

If I might be permitted to do so, I am going to take the liberty of saying I hope this Association is not going to adjourn today without taking some steps on these very vital matters. You will notice I touched on it yesterday very vigorously and Mr. Hooker has more or less touched on it today, and instead of there being any enmity between our agents and ourselves, in most cases the most cordial relations exist, but we are in a position now to do a great deal of good by mutual organization instead of in the haphazard way we are going, and as Mr. Hooker very fittingly says: What would have become of this country last year if the Cotton Exchange and the Stock Exchange had been using a similar style during this war, and I therefore request you most earnestly to make some suggestion to your resolutions committee and to your Association before you adjourn today and pass into new hands.

The next on the program is an address by President D. H. Hill of the North Carolina College of Agriculture and Mechanical Arts, Raleigh, N. C. (Applause.)

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## AGRICULTURAL AND MECHANICAL COLLEGE WORK.

President D. H. HILL, Raleigh, N. C.

"I never want an overseer or superintendent who knows more than just his job." This was the declaration of a mill owner of the old type some thirty years ago when mill machinery was far less complex than

it is now. This declaration is in keeping with that of a foreman who said to one of his men: "You thought! Do what I tell you. I do not hire you to think." Both of these statements are based on an older thought; namely, that industrial education is injurious to laborers. The early mill owners in America and in England honestly believed that education made workmen too ambitious and too thoughtful. They unconsciously echoed the words of Shakespeare's Cæsar:

"Let me have men about me that are fat;  
Sleek-headed men, and such as sleep o' nights.  
Yond' Cassius has a lean and hungry look;  
He thinks too much: such men are dangerous."

Happily the expanding use of more or less intricate machinery forced us to outgrow the idea that industrial men who think are dangerous: for as machines of every sort grew more difficult to make and more troublesome to operate, the every day operator had to acquire skill and education to keep pace with his machine. The evolution of both machine and workman is interesting. The mechanical genius—let us call him that for lack of a fitter name—like Hargreaves, or Hoe, or Watts, or Edison, invents or improves the machine. Each improvement ordinarily adds to the skill necessary to use it or understand it. Hence the operator must grow to the machine and is pulled towards the higher plane occupied by the genius. The genius therefore, improves both man and machine. It is bad for the machine to outgrow the man or for the man to outgrow his machine unless he can at once move to a higher machine.

Of course then whenever ignorant or unskilled labor has to be employed, the laborer drags behind the complex machine. Consequently the laborer loses in happiness and the machine loses in efficiency. Would one be wrong then in describing the function of a textile school as follows: A textile school in its lowest form is an institution to teach men and women to be superior to their machines; in its highest form, it is an institution to give men and women the same understanding of the machine, its principles, and its processes, that is possessed by the genius who invented or who improved the machine, and to add to this knowledge a more or less general education.

You have kindly invited me to discuss for twenty minutes the relationship of such schools to manufacturing industries. To give greater definiteness to the discussion, permit me to limit this discussion to the relationship of the textile schools to the cotton manufacturing industry.

In the first place, I want to emphasize the rather obvious thought that there should be the most complete co-operation between the textile school and the cotton manufacturers. However, as *co-operation* is a somewhat indeterminate word in this connection, may I not specify the forms of co-operation that I have in mind? So far as the mill men and schools are related, it may clarify things to use familiar terms: you manufacturers are the market for the products of these schools, and the students are of course the commodities—priceless commodities to be sure, because they are men.

The whole problem of textile education then is to fit the commodity—the student—to the market—the mill. Now just as it would be folly for one of your salesmen to try to sell a customer thirty yarns when the man weaves only forties, or to offer a merchant denims when the merchant can sell only plaids, so it is folly for the schools to offer you a product that does not fit your needs. To prevent any waste

here, evidently the manufacturers, the users of the commodity, would do well for themselves and for the school if they would frankly specify to the schools just exactly what they want in the way of human commodities that are intended for their use. Then it would be wise for the schools to undertake with earnestness to furnish you just what you want. This is the first step in the co-operation that I came here to suggest, and if I can induce this association of alert-minded, keen-visioned men of affairs to appoint a standing committee to confer with all the textile schools in our country and arrange a course of study that will be exactly adapted to your needs, I will feel thrice repaid for my long journey to Memphis. This committee could work out with the schools a curriculum in practice and in theory that would meet your requirements in office help, in the dye-house, in the designing rooms, on the spinning and weaving floors, and in the engine and dynamo rooms. The different members of the committee could from time to time visit the schools nearest them, meet teachers and students, and impress on the young men the requirements essential to mill habits and to business success. The job would not be a very big one, for there are only nine such schools in America. These are as follows: In the North at Philadelphia, at Lowell, at New Bedford, at Fall River, at Providence, Rhode Island; in the South at the Agricultural and Mechanical College of North Carolina, Raleigh, at Clemson College, South Carolina, at the Technological School in Atlanta, and at the A. & M. College of Texas. In addition there are three purely local schools: One at Columbus, Ga., one at Columbia, S. C., and one at Putnam, Conn. Our government is now sending keen men to all the villages and cities of the world to seek wider markets for our wares. We are thickening our industrial sinews for world commerce. Can we start better than by rearing through a wise education our sons to excel us in fitness to build and dominate this international trade? It will take men and the sons of men to beat our rivals. We can afford infinite pains for this colossal task.

The second form of co-operation is really a corollary from the first. If the textile schools with your aid, agree to furnish you with such a product as you specify, then ought you not to co-operate by giving this product not only a fair trial but by trying to improve it in your mills? If it is not just the product that you want, then make notes of the deficiencies and report them to the schools. You report to the manufacturers any defects in any machines that you buy. Can you not do as much for the youngsters you employ? Speaking for one hard-working school, I assure you we will welcome any thoughtful report, and will profit by it to the limit.

Let me interpolate one thought here. If you engage a man from the schools, and he falls down on his job, do not, I pray you, immediately say, "There, I knew he was a dratted theorist. I ought to have known better than to employ him." Maybe you just engaged the wrong man or gave him too big a job for his years. Try a few more school men before you come to a general conclusion against them all. You do not quit the so-called practical men because a few of them fail on your hands, for you know how scarce really competent men are. Can we not be equally fair to the product of the schools? Do not let us forget that really competent men, whether needed for watchmen or managers, are always scarce articles.

The schools are trying to turn out men with three prime characteristics: First, men with technical ability enough to know how to

do without being told; second, men who are so self-controlled that they can after a comparatively short experience control others; third, men with characters so developed that they need no pressing to do a complete part in their mill. A brief consideration of these three will show us where a third form of co-operation may produce most excellent results.

The first of these three, namely the endowment of the student with technical skill is perhaps the most easily accomplished, for any intelligent young man with hands and a fair capacity for mathematics can be taught admirably the technique of a trade or a technical profession. As mentioned a moment ago, the manufacturers out of their every day experience can materially help at this point, by joining the schools in planning the wisest course of study. Then let the schools give this course with incidental visits from the committee in order that your representatives may keep close to students and teachers. The Westinghouse and other great engineering companies follow the latter part of this plan. Once a year their engineers visit our college and the other technical colleges, lecture to the students, confer with the professors and incidentally walk away with our choicest students and also frequently kidnap a bright teacher. Their coming certainly helps us and it certainly helps the companies or they would not follow the practice.

The second undertaking, namely, to train men to manage help, is of course a difficult proposition. Unless a man is both born and trained to handle men, he is apt to fail at this point. In the old slavery days Southern men easily succeeded in management, for from childhood they had to control slaves. Now of course there is no practice school anywhere in which a man can acquire this art. It is painful to see how many men with fine technical accomplishments and with admirable characters, fail utterly in getting others to go their way. If a man is narrow, unsympathetic, unable to see the other man's point of view, domineering in little things, to quiescent in times of stress, unfair in principle, he is doomed to certain failure whenever he is put over his fellow men.

Many college men are charged with two serious faults in this particular. In acquiring his professional skill, the college man is for at least four years thrown with a bright class of men; namely his college mates and his teachers. Hence when he for the first time comes in contact in the mill with men not so bright as his former associates, he is, unless he is level-headed, commonsense-headed, or forewarned by some form of experience, apt to underrate his workmen and his other associates. He frequently becomes bumptious, inflated, and offensive. The development of these qualities is the undoing of many a man who promised well in the schools. Such a man frequently thinks he is fit to be president of a mill before he is really fit to be a good time-keeper.

A second fault of many a school-trained man is a restless craving for promotion before he is ready for it. Such men remember how much time and money they have spent on their education and they want to realize on both faster than they are worthy. Both of these are natural faults of inexperience and ought to be corrected in a natural way. I think the plan we are trying at our college is the natural corrective of these two mistakes. We insist that every textile student spend each vacation as a regular hand in a mill and also that during these months he live in the mill community. How does this help?



By working as a hand the student learns that there is a multitude of practical facts that, in spite of his training, he does not know. Hence he acquires more respect for his fellow-workers who are his superiors in handicraft. This reduces a swell-head tendency. By living in the mill community he learns how mill employees think; he gets their angle of vision; he sees their virtues; he becomes acquainted with their ways of doing. Hence when he is called on to manage them he is not so apt to make a mess of it. He has in a measure the same knowledge of them that the so-called practical man has. Hence with his superior training he certainly ought to be a more valuable man.

At this stage of his education the manufacturers can co-operate most vitally. If they will during vacation periods take these bright young fellows into the mills, instruct their overseers and superintendents to give them especial attention, they will, just as the mechanical and electrical engineers do, command some splendid men when the college course is finished.

In the third aim of the schools, namely, to produce men of character, the mills cannot, of course, co-operate so effectively. The home and the school must do this job. But the mills can help by letting these young men see that only an honest product in men and material will satisfy them.

Now in conclusion what may be expected of men trained by both the school and the mill? The answer ought to be: Men of admirable technique, of broad vision, of honest ambition, of keen initiative, of thoughtful habit—in short that rare commodity, an efficient man.

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MR. CRAMER: Mr. President, I am very much interested not only in textile study, but in the industrial facts brought out in President Hill's address, and I think before the close of this meeting a resolution should be passed appointing such a committee as Mr. Hill has outlined.

MR. ERWIN: I second the motion.

Unanimously adopted.

PRESIDENT HICKMAN: Any further discussion on this very admirable address of Mr. Hill? (No further discussion.)

Next on our program is an address by Mr. M. P. Moseley on The Development of Export Trade in Cotton Goods, and I regret to say that Mr. Moseley has not arrived. What is your pleasure about his address; shall it be read or distributed among you?

MR. MILLER: I move it be distributed.

Seconded and adopted.

SECRETARY BRYANT: The paper is printed and can be obtained at the Secretary's office.

## THE DEVELOPMENT OF THE EXPORT TRADE ON COTTON GOODS.

By **MERCER P. MOSELEY**, Publisher New York Commercial

When the first cotton looms were started in the United States it was hardly thought by the rest of the world that an industry would develop within practically a century which would eclipse that of any other branch of the textile trade; but such has been the result of the progress, energy and determined business efforts of American manufacturers. That your Association typifies the American spirit is shown by the fact that you are not only eager to develop the domestic trade to its utmost capacity, but are alert to the possibilities of securing an increasing share in export business.

Running parallel with the development of industry in this country has been the history of the newspaper over which I preside. Dating back to 1795 the New York Commercial, then known as "New York Prices Current," was furnishing the small and struggling republic with the news relative to the arrival of merchandise from abroad, to the merchants in New York, which was then becoming the commercial center of the country. In the early files of this newspaper quotations on wool, flax, silk, hemp and cotton from foreign lands figured conspicuously. Gradually the notices regarding both cotton and wool showed a change as the industries in this country developed and through the latter half of the nineteenth century and during the opening years of the present century, the development in the cotton yarn and cotton cloth industry in the United States has been nothing short of marvelous.

It was but natural that our manufacturers should turn their attention to the construction of cloths that could be most readily made from coarse yarns and sold without passing through the final processes of finishing, for the cotton industry like the silk or woolen, has to develop through generations before expert skill can bring forth the highest product. So from the first stages our manufacturers of cotton goods rapidly produced sheetings, shirtings, drills, cotton duck, sail cloth, heavy grades of cotton yarns, twills and fabrics for hose, belting and base cloths for the table oil cloth and sundry industries. In consequence of the fact that cotton is the great staple of this country, the New England manufacturers were able to procure their staple on advantageous terms and soon had thriving industries in all of the larger cities of New England where help was plentiful. In the years immediately succeeding the late '60s enterprise and business judgment led capital to place mills in the South and it is from this start that your Association and the first practical introduction of American cotton goods into foreign trade, dates. That heavy brown cotton goods and some of our colored cotton goods have found favor in the markets of the world is a tribute to American ingenuity. Manufacturers had to overcome a difference in the wage scale which would ordinarily have been regarded as prohibitive. England and other countries that had, by long years, developed a well-established cotton manufacturing industry, were working on, and still are on, a lower wage scale. To meet this the American manufacturer had to devise methods of production which would increase output and guarantee the greater perfection of their product so as to reduce the percentage of "seconds" and goods that would have to be sold at a discount.

Closely allied to the effort on this line has been the inventive genius of the textile machinery manufacturers. They have placed American textile machinery at the forefront and have been instrumental in making the output per loom in American Mills the standard for the world. It is the same with spinning machinery, and, as I understand the proposition, America is today successfully competing with the world because its operatives, with automatic machinery and with the incentive arising from adequate wages, are producing a greater percentage of goods per hour and per week on shorter working schedules than the operatives in other mills in the world.

To gain a footing in foreign trade it was necessary in the early days to establish the inherent worthiness of American cottons and this has been done to such an extent that the tickets of sheetings, drills, shirtings, denims, canton flannels, fleece goods and many grades of ginghams and prints, representative of American mills stand at the top in the markets of China, Africa, South America and in the insular trade of the world. Of course the competition from Great Britain, Germany, France, Italy, and within the past three decades from Japan, India and China, has been strong and at times the interest of the American manufacturers has lagged. They have gone at the matter of acquiring a steadily increasing export trade in a desultory manner and have occasionally suffered loss by not being fully acquainted with the necessary steps to handle foreign trade.

While this would have been a serious deterrent to holding any trade it has been overlooked or disregarded by the fact that their domestic trade was increasing at unheard of speed. It requires but a slight calculation to understand that the year by year requirements of a nation that has grown from less than three millions in the post-revolutionary days, to over a hundred million, would be a tremendous strain on the industry that was then in its infancy and has since been increased by forced pressure. Manufacturers are like all other human beings, interested in developing the easiest lines of trade and following the course of least resistance. This has put an incentive on cultivating the American market where it is said every individual consumes from three to twenty times the amount of merchandise that is needed to supply the wants of other nations. Those who figure the yardage consumption of various nations attest to the fact that by comparison, the United States uses ten times as much cloth as China, therefore our hundred million inhabitants are potentially ten times as productive in trade as the four hundred million in China. Similar percentage rules in regard to the inhabitants of large areas in South America, Africa, India and elsewhere throughout the world. This shows that the world markets have not been intensely cultivated and that hundreds of millions of yards of cotton cloth can be sold abroad every year if the trade is sought.

It is conceivable that the cotton manufacturers as well as those manufacturing other lines of merchandise might have trudged along the trade path for several centuries from the present date if it had not been for the cataclysm of war which broke over the world in the closing days of July, 1914. This precipitated the situation which has caused, within less than nine months' time, a re-adjustment of the trade of the world and has opened to the gates of America an opportunity for business throughout the world that cannot be avoided and it means the ultimate ascension of the United States to the first position of the world.

Always alert in matters of interest to trade and commerce the New York Commercial has been furnishing the foreign representatives of the United States, foreign Chambers of Commerce, Boards of Trade and large buyers in foreign countries with information regarding "America's Leading Manufacturers." Under the popular name of the "Blue Book of Foreign Trade" this newspaper has circulated three important issues, one in 1912, another in 1913 and one, which is now just off the press, in which are enumerated in the leading trade languages the offerings of American manufacturers, bidding for foreign trade. In the multitudinous work connected with this publication, our organization has come in touch with all phases of the export business. It is therefore my intention to briefly outline some of the high lights that will lead American manufacturers to a successful entry into foreign trade waters and to point out some of the danger marks which they must avoid.

The first essential to selling goods abroad is a sincere desire to give service. This presupposes the intention of the manufacturer to sell reliable merchandise and not try to foist inferior and undesirable merchandise upon foreign buyers in the hope of being able to "get away with it." This does not spell repeat orders and makes an excursion into the foreign trade fields expensive instead of profitable. The foreign nations which have been suddenly thrown out of the running for export trade, have always been scrupulously careful to meet the wishes of their customers and so it has come to be axiomatic with the English, German, French and Italian manufacturers of textiles to give the buyer what he asks for, made up in the form he wants for his local trade and packed, shipped and billed according to the custom of the land where the goods are to be passed on to the final consumer. This seems to be the rational way to invite an increase in business and to oppose it is merely to attempt to do in foreign trade what cannot be done in the domestic market, which is right under the nose of the manufacturer and where he is supposed to know all the turns and twists of competitors. Another important step to take in going after foreign trade is to find out how the merchandise you desire to sell can be handled in the foreign market. This requires an analysis of conditions just as going after new business in the home market.

### FINANCING EXPORT SALES

Banking facilities have been so improved within the last year by the steps taken in this city to establish branches of strong national banks throughout South America that the manufacturer is now in a position to have his sales settled for in New York funds. This is a radical change from the old method which has prevailed for several centuries, of clearing everything through London, and makes the American manufacturer actually independent of foreign financial control. Another matter to which any manufacturer who contemplates entering foreign trade must give due consideration, is that of adopting trade names in the language of the nation to which they desire to sell goods. This has proven very effective in the South American trade where tickets on cotton goods have been made to possess actual trade value and goodwill. It is only a matter of office routine to be able to designate a certain percentage of the mills product for export trade and when packing the goods to put foreign language labels on the goods which are intended to go to Spanish speaking countries, and if the

goods are intended for the Orient, to have them marked by appropriate designations in Chinese, Japanese or whatever language is predominant in the countries to which they are to be shipped.

From almost daily intercourse with Consuls in New York representing foreign nations our staff has acquired a great fund of information relative to proper methods of packing, freighting and billing merchandise. The tariff regulations and import duties in foreign countries have to be carefully considered, because by a misunderstanding of them merchants are often heavy losers. It is often found that an order for broken lots where a few goods of high quality are ordered and the larger percentage of an order is for merchandise of a lower grade, if the goods are packed in bulk and as the invoice shows that only five or ten per cent. represents the high grade merchandise, they will have to pass under the higher duties prevailing on this small percentage, as the duties are based upon the goods of highest value. A little care in filling the order would have separated these items and permitted the merchant in the foreign country getting his goods on a more favorable basis. It is attention to such details that makes the English, German, French, Italian and other foreign exporters successful. While it may sound trite to say that the American manufacturers disregard the requests of foreign buyers to have bales split and packed in specified ways so that transportation may be facilitated, on the other hand it is this consideration which nearly always determines the placing of orders. The rigid trade requirements of a domestic market cannot be imposed upon foreign buyers. This is as true in sending merchandise into foreign countries as it is in trying to secure rates of exchange on money. The value that the nation decides it will pay must determine the basis of exchange and so with merchandise the buyer has the privilege and prerogative of saying how his goods shall be delivered.

I have made a very thorough canvass of the markets of the world for purposes of ascertaining what classes of goods American manufacturers can send into foreign trade and the conclusions I have arrived at are not based on theory, but the absolute, written testimony of thousands of foreign trade agents, Consuls, secretaries of foreign trade commissions, purchasing agents for foreign governments and commercial brokers who are keen in their efforts to get merchandise. There are literally thousands of lines of goods that can be sold abroad at a profit. The year 1914 will be blazoned on the trade calendar hereafter as the period which marks the beginning of the era of American predominance in foreign trade. No man who carefully considers the unprecedented disruption of business in continental Europe and the suspension or serious crippling of business to the British Empire, can doubt that the United States as the third largest country in the world, with perhaps the greatest potential power and the leading neutral nation at the present time, must assume the responsibility of furnishing the urgent requirements of all nations.

Trade opportunity is not only knocking at our door but is pounding and clamoring for admittance. The letter files in my office in the past six months read like the records of a bureau of inquiry. Manufacturers are asking how they can enter the foreign trade, representatives from all sections of the world are writing us, as a clearing house, to know how they can buy American goods. This certainly is a situation which is abounding with business possibilities. To you of the cotton industry I cannot refrain from saying that the greatest avenue of trade development lies before you in the matter of going after and

getting foreign business on cottons. Bountiful Providence has given America the greatest cotton growing area in the world. Our mills are now superior to those of any other country and our capacity to produce any given construction of cloth, makes it possible for American manufacturers to "deliver the goods" when and where wanted.

In a brief paper at a Convention of this character it is more desirable to quicken your interest than to attempt to burden your minds with didactic facts. These I will be glad to furnish any of you upon request, as the service of the New York Commercial is free and open to all American manufacturers. You have individual problems to solve and like all details the trade question can be answered successfully when the proper work or proper move is made.

There is no wizardry in trade comparable to action.

A man who writes often loses; the man who goes generally wins. If you have goods which you want to sell abroad, go after the business. The first step is to introduce your name in foreign markets. This can be easily accomplished not only in the English language, but in all of the trade languages of the world. The next step is to know how to follow up inquiries intelligently and profitably. The next step is to have desirable merchandise to ship as per order and the next is to be able to make a price that will command trade. As previously referred to, the question of getting cash settlements in this country has been determined by the foresightedness of leading American banks, such as the National City Bank, the American Exchange National Bank, the National Bank of Commerce and others of a similar character and responsibility.

In closing, I wish to assure the members of the American Cotton Manufacturers' Association that the New York Commercial is a convert to the interests of the textile trade. It has from its inception regarded the clothing of humanity as one of the great questions of the nation and it has been mindful at all times of the importance and worthiness of the cotton industry from its position as the greatest producer of wealth to a large section of our country and as the means of providing the cheapest and most desirable forms of apparel for people in all classes everywhere. I hope that before you convene a year hence, not one but all of the members of your Association will have taken steps to get in touch with foreign trade and that in your efforts the New York Commercial may be of assistance to you.

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PRESIDENT HICKMAN: As explained to you yesterday, we have a very interesting paper by Mr. C. C. Moore on The Sizing of Warp Yarns. Is Mr. Moore in the room? (No response.) What will be your pleasure as to this paper. Shall it be read or distributed?

MR. DUNCAN: I move it be distributed.

Seconded and adopted.

SECRETARY BRYANT: The paper is printed and there are sufficient copies for everybody to have one.

## THE SIZING OF WARP YARNS.

By C. C. MOORE, Washington, D. C.

The manager of a cotton mill may be said to have two fixed working conditions; namely, the class of machinery which he finds installed in his plant, and the grade of cotton which is given him for the manufacture of cloth. Generally he is not expected to make many changes in his machinery equipment, and he is expected to confine himself to the grade of cotton his mill owners choose to purchase. In consequence the efficiency of his mill must be obtained through his ability to make the most improvement in such steps of the cloth making process which he is allowed to change.

It can be said with certainty that the proper sizing of warp yarns will enable a manager to make saleable cloth out of low grade cotton, with the use of poor machinery; while improper sizing of the warp yarns will cause a mill to lose its profits, even though it is well equipped and a good grade of cotton is being used. For this reason it is here claimed that the sizing of warp yarns is the important feature in the manufacture of cloth. In times past the process of sizing has been clouded in mystery, it being the secret of the mill, and in some instances has been the personal secret of the size maker. And at the present time many of the managers of great mills give but little thought to this question, either for the reason that the size maker keeps from him the method of procedure, or the manager feels his inability to understand the matter sufficiently to make inquiry as to what is being done. The managers seem to prefer to place the responsibility on the size makers, though these men are always without training other than that which came through their apprenticeship.

It is not the custom for American manufacturers to give excessive weight to their cloth, at least not to the extent that is practiced abroad. Furthermore as the weighting of cloth is generally done in the "finishing" process and not in the preparation of the warp yarns, the question of weighting will not be discussed in this paper, but rather the real science of preparing a warp yarn such that the highest production may be obtained in the weaving together with a high quality of cloth made.

A very natural question is, why is a warp sized? For answer it may be said to make it smooth by sealing down the fiber ends, such that it will give the least friction in its passage through the loom fixtures. It is generally supposed that a yarn is sized to make it stronger, but this is not the case. The yarn is a trifle stronger after sizing, but the tensile strength of the unsized yarn is many times greater than is the strain necessary for weaving. Yarns do not break owing to lack of tensile strength, they break because the yarn has either been frayed in the weaving process, or because they are brittle. An unsized yarn is, of course, very flexible, and the addition of any sizing will diminish this flexibility. But an unsized yarn is so liable to fraying during the weaving process, that sizing is absolutely essential even though the flexibility of the yarn will be impaired. Therefore the problem is, how to size the yarn and at the same time reduce its flexibility as little as possible.

For the best consideration of this problem, the imagination will first be drawn upon. Suppose each one of the warp yarns could be encased in a thin glass tube. In such an instance, fraying would be

prevented, but the brittleness of the tubes would prevent weaving. Again, suppose each one of the warp yarns is encased in a thin smooth rubber tube. In this instance the yarns would be perfectly flexible, there would be no fraying, and as the tensile strength is already many times greater than the tensile strain, the weaving conditions would be supposedly perfect. It remains to be seen how near we can, in practice, approach this theoretical encasing of the yarns in some flexible covering. The natural tendency will be to use some adhesive that will form itself around the yarns, such that when they are afterward separated they will have a surface that is smooth and offers least friction in the loom. What are the requirements of this covering? It must not be brittle, else it will cause the yarn to break. It must have sufficient adherence, else it will chafe off. It must be smooth, else there will be friction in the reed and harness, and the cloth will be harsh.

What are the adhesives that suggest themselves for use? The strongest adhesive is animal glue, the second strongest is dextrine, the third strongest is starch paste. With either animal glue or dextrine the fibers would certainly be held down, and all fraying prevented, but the yarns would have been made so brittle that the weaving would be greatly impaired, or in the case of the glue, impossible. Actual practice has resulted in the use of starch paste as the best of the three possible adhesives. But even the use of starch paste has been shown to reduce the flexibility of the yarn, and also give a roughened surface. To overcome the reduced flexibility, due to the starch paste covering, resort is had to humidity, while to overcome the roughened surface there is used some form of lubricant. Humidity is obtained artificially in the weave room while the lubricant is added to the starch paste in the size kettle. A starched thread is, of course, hardest when it is dry, and most flexible when wet. Also when the starch on the thread is hard it is more apt to break the thread, while when wet it is more apt to be rubbed into balls on the yarn and eventually choke in the reed. Because some humidity is good it does not follow that more is better. So called "soft warps" are many times due to excessive humidity in the weave room and not to any fault of the slasher man. The more starch on a warp the more humidity that warp can stand for the reason that with a heavy coating of starch on the thread the moisture of the air is not so apt to permeate all of the starch on that thread during the time it is being woven. Again, the more starch on a thread the less flexible is that thread and the more necessary it is that this be overcome with the aid of humidity. In consequence the slasher man is constantly attempting to get on more starch to overcome the effects of the weave room humidity, while the weave room is in turn forced to get more humidity to overcome the excessive stiffening which the slasher man has obtained. And so on it goes until the slasher man has gotten all the starch on his yarn that it will carry, and the weaver has gotten all the humidity it is possible for him to get, after which they do the best possible under the existing conditions.

The lubricant used is generally some form of grease added to the starch paste in the size kettle. The amount of lubricant used depends upon the amount of harshness that is to be overcome in the sized yarns. The more grease added to a starch paste, the more the adhesive properties of that paste are injured, for grease will lessen the sticking properties of any kind of adhesive. To overcome this, there has been invented the so called "size compound" which is supposed to admit of large additions of grease to the starch paste without lessening the



adhesive qualities of the paste. Much secrecy is used by the makers of these compounds, and in consequence, much fraud is practiced. They are sold under varying trade names at varying prices with unlimited claims as to their efficiency. They are so numerous that the scope of this paper will not admit of a full discussion of them. However a few standard types can be mentioned.

The name "tallow compound" is often used because it is well known that tallow is the best lubricant that can be used on warp yarns. This is due to the high melting point of tallow, that is to say it hardens under working temperatures, leaving the yarns in a condition such that they do not adhere to each other. If oil be used, it remains in a fluid form on the yarn, and would cause them to hang together as do any yarns that are wet. The "tallow compound" is a mixture of tallow and oil, for the sole reason that oil costs about one-third as much as tallow, and every pound of oil the mixture contains is that much profit to the maker. His only limit is not to have so much oil that the mixture of oil and tallow has lost its resemblance to tallow. The skill of the mixing is to previously treat the oil in a way that will cause it to emulsify with the tallow such that it will not ooze out on standing, and thus show the deception. A "gum compound" is generally a dextrine which has been treated with cold water and allowed to swell into the jelly like form that dextrine takes in water. In addition to this large amount of water the compound may have, as a filler, starch which has been previously treated with borax or caustic soda to give it a similar jelly like form. The claim for such "gums" is that it will make the starch stick to the yarn. If sufficient dextrine has been used it will, but it would be much more reasonable to add the pure dextrine to the starch paste. A "size compound" may then be said to consist of a "tallow compound" which has been mixed with a "gum compound", the dextrine having been found essential to overcome the loss of adhesiveness in the starch paste, that resulted from the excessive use of grease. What, then, is the remedy for overcoming this harshness in the starched yarns so there will not be required this excessive use of grease and the corresponding use of a softener or lubricant? We must look to the properties of the various starches which are commercially obtainable.

Starches may be classified into two general divisions, namely: those obtained from cereals, as corn, wheat and rice; and those obtained from roots, as the potato and cassava. The properties of those starches in the same division are practically the same, while of starches in different divisions there is a marked difference. All of the cereal starches when boiled in water give a milky, thin or limpid paste. All of the root starches, when so boiled, give a clear viscous paste. If a paste of a starch in each of the divisions be dried to a film, the cereal starch paste dries faster and results in a wrinkled form of brittle film, while the root starch paste dries much slower, and therefore results in a smooth flexible film. This is easily understood when we look at the change a starch undergoes when forming a paste or colloid form. In this change the starch goes from a granular form into a hydrated or colloid form, which means that it takes water into its combination just as burnt lime rock takes water into its combination when undergoing the process of slaking.

A cereal starch takes up less water of combination when changing into a paste than does a root starch. The root starch combines with several times more water than the cereal starch. It is this reason why a root starch gives a paste several times more viscous

than a cereal starch paste. If the same quantities of a root starch and a cereal starch be added to the same quantities of water and boiled to a paste, the root starch paste will be from five to ten times more viscous than the cereal starch paste. If a yarn be drawn through these two pastes, and then through the squeeze rolls of the slasher, the thin paste will be held in the yarn only by absorption, while the viscous paste will be held partly by absorption and by adherence to the surface of the yarn. Upon the drying of the yarns the one with the surface coating will naturally be found to have dried in that form and protect the yarn better than the other. And as it is this coated surface that is wanted for its protection against fraying of the yarn in the loom, it stands to reason that a viscous starch paste is more suitable for the sizing of warp yarns.

A thick paste must not be construed to mean a viscous paste. A paste can be made so thick that it will not flow any more than will a jelly flow. A viscous paste is one that will flow perfectly yet its tenacity is so great that the flow is very slow and stringy. Therefore it does not follow that if a starch gives a thin or limpid paste that its viscosity can be increased by the addition of starch. And conversely, if a starch has a high viscosity it is possible to obtain pastes of varying viscosities by varying the quantity of starch used. This leads to the suggestion that the scientific procedure for warp preparation would be to ascertain viscosity of the paste that is most suitable for a particular yarn for a particular purpose, and then supply the size maker with a simple form of viscosimeter such that he can measure the flow of his paste and know if he is getting what he is expected to obtain. For illustration, suppose the mill is making two sized yarns, No. 15 and No. 30, and it had been found that the weaving requirement for the No. 15 yarn is a paste of 4 viscosity, while the No. 30 yarn requires a paste of 7 viscosity. It would then be a matter of using such amounts of starch that the resultant pastes showed by a measure of its viscosity when the proper amount of starch was being used.

Scientific writers, on this subject, state that the value of a starch for textile purposes is shown by the viscosity of the starch paste that may be obtained. Therefore a method of procedure in determining the viscosity of a starch paste has been standardized. This method is to make a 4 per cent. mixture of starch and water, that is, one part of starch by weight to 24 parts of water by weight, making 25 parts, of which the starch is 4 per cent. This mixture is brought to a boil and continued boiling for five minutes to insure a certain pasting of the starch granules. Viscosity means the rate of flow of a solution as compared with the flow of water under the same conditions. In the case of a starch paste the viscosity is measured as near the boiling temperature as possible, and the viscosimeter shows how many times slower is the flow of that paste than is the flow of water.

Having given a starch of a known viscosity, that is in a 4 per cent. solution, it would be simple to compute a desired viscosity in the size kettle, provided the boiling conditions were normal. What are normal conditions? Fortunately there are only two of importance, and these are easily controlled. First, is that of fermentation. If there be a sour smell in the kettle it indicates fermentation, probably the common lactic acid ferment, this ferment, as well as numberless other wild yeasts will convert a very considerable portion of the starch

which is being boiled, to a form that has no starch pasting properties, causing that much loss of starch. This ferment can easily be avoided by ordinary cleanliness, or if it exists it can be destroyed by any of the usual germicides, as chloride of lime. The other detrimental condition is the use of a hard water, or water containing much lime. Hard water will produce a very much less viscous paste than soft water. Therefore the remedy is to use soft water. Surface water is generally a soft water, while a well water from much depth is probably a hard water. If a surface water can not be obtained, condensed water should be used, and it can be obtained from the slasher cylinders in quantity sufficient for the size. With soft water, clean kettles, and clean size boxes, and a starch of high and uniform viscosity, the size maker would be in a position to make any paste required.

As previously stated, cereal starches have a very low viscosity, being not more than two times as viscous as water. Of the two commercial root starches in use, cassava starches vary in viscosity from 5 to 10, while potato starches vary from about 5 to 15. This variation is due to several causes, such as the quality of the cassava or potatoes being used, and the methods of manufacture. If immature potatoes be used the starch granules are immature, and the result is a lower grade of starch. Or if mature potatoes be used, and in the manufacturing process the starch be bleached by use of chemicals to improve its appearance, or if proper precaution is not taken in the drying, and it is over heated, the result is a low viscosity, and a low grade of starch so far as its use to the textile manufacturer is concerned.

Many efforts are made to put starch on the market in different appearing forms, such as, "powdered", "crystal", "lumps", etc. As is well known, when starch is added to water it disintegrates into a finely divided form, irrespective of what previous form it may have had. So the so called "crystal" form and such others, are only to assist in selling of that starch, for there is no such thing as a starch crystal; starch is granular. In the corn starch industry a multitude of trade names are used by the manufacturers. The writer was for a number of years a Government chemist, and in that capacity made an extensive investigation on the commercial starches used in this country. With the exception of a so called "soluble" starch, which was nearer a dextrine than a starch, he was never able to detect any difference between any of the different brands of the same manufacturer, or any difference in the starches made by different manufacturers of corn starch. Among the many trade names, there is mentioned the one called, "long staple" starch. However, the writer found it was being used on a short staple cotton.

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PRESIDENT HICKMAN: Next on our program is a Report on Textile Alliance by Mr. A. M. Patterson, President.

SECRETARY BRYANT: Mr. Patterson, on account of business, being unable to be present, has addressed his report to me as Secretary, which I will read:

I regret very much that I shall not be able to attend the meeting of the American Cotton Manufacturers Association, and submit the following report to be read if you so desire:

The annual meeting of the Textile Alliance, Inc., was held on the 2nd of March. The officers were re-elected as follows:

Albert M. Patterson, President.  
Ceasar Cone, Vice-President.  
J. J. Nevins, Secretary and Treasurer.

and directors as per the following list:

A. M. Patterson,  
John P. Wood,  
Dr. August Hunziker,  
William A. Mitchell,  
J. J. Nevins.

The President made the following report of the business of the year:

Samples have been collected of substances sold in the trade under trade names which appeared to have been overvalued. Five analyses were made for the account of the Alliance and others were furnished for the Waterloo Woolen Mfg. Co., and the Stillwater Worsted Company. It is intended to publish these at a convenient opportunity.

The investigations in the dyestuff trade have been hampered by the outbreak of the war. A detective agency was engaged which submitted a large amount of information. Some of it is interesting and should be published, but there is contained therein nothing on which any prosecutions could be obtained. A man was also employed to work for two months at a very moderate expense, attempting to accomplish a specific object. This object, however, was not obtained.

The Alliance was glad to be of use in connection with the importation of dyestuffs arranged by Mr. William A. Mitchell who went to Germany as the authorized representative of the two Cotton Associations. In connection with the plan devised by Mr. Charles H. Burr, counsel, it was necessary to charter an American steamship, and this was done individually by the President acting in conjunction with certain other individuals.

In connection with the above event Mr. Burr was obliged to go to London, and while there entered upon negotiations with the Board of Trade through which the embargo on shipments of wool to the United States was raised in favor of the Textile Alliance. This has developed into a very important and interesting work, as it is expected that all of the wool imported from the British Empire into the United States during the continuance of the war will be consigned either to the President of the Alliance or to custodian bankers to be distributed under the supervision of the Alliance, and subject to such guarantees as the British Government may impose. For the present it has obscured the other issues for which the Alliance was incorporated.

The co-operation of the Cotton Associations and the Silk Association through their directors on the Alliance Board, is greatly appreciated by the woolen manufacturing interests.

Respectfully submitted,

TEXTILE ALLIANCE.

(Signed) A. M. PATTERSON, *President*.

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PRESIDENT HICKMAN: You have heard the report on Textile Alliance. What will be your pleasure?

MR. WOODSIDE: I move we accept it.

MR. ERWIN: I second the motion.

The motion was adopted.

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## REPORT OF THE NATIONAL COUNCIL OF AMERICAN COTTON MANUFACTURERS.

By T. I. HICKMAN, Chairman.

During my administration there has only been one meeting of the National Council, which was held in New York, July 14, 1914, at 7 o'clock, Engineers Club, West 40th St.

There were present from the National Association:

President Albert Greene Duncan,  
Edwin Farnham Greene,  
Charles T. Plunkett,  
Secretary C. J. H. Woodbury,

and from the American Association:

President T. I. Hickman,  
Stuart W. Cramer,  
L. D. Tyson,  
Secretary C. B. Bryant.

Mr. Duncan made an interesting statement regarding the organization of the Textile Customs Bureau and the Textile Alliance, being a communication from Director Wood, of the Customs Bureau, regarding this work, all of which was generally discussed by all present, and agreed that the report of Mr. Wood, as to the progress of the work, was satisfactory, details of which cannot naturally be made here as a great deal of it is more or less at present confidential to the National Council.

A number of under valuations were presented, mainly that of the Rosemary Manufacturing Company, and while the suit in which the Alliance was engaged was lost, it will have ultimately a salutary effect.

I might say in passing that this suit cost practically as much as the whole of the appropriation we made to the Textile Alliance.

It gives us pleasure to heartily endorse the work of this Bureau, and we think our appropriation should continue.

Your Chairman spent several days in Washington consulting Mr. Baldwin and other officers connected with the Department of Commerce, regarding our export trade and as certain recommendations had been made in his annual address, it is hardly necessary to present any further details on this subject.

The necessity of enlarging our export trade, however, is apparent to everyone connected with our two associations and we think that every endeavor possible should be made to this end.

T. I. HICKMAN, Chairman.

PRESIDENT HICKMAN: What will be your pleasure about the report of the National Council?

MR. RENNIE: I move it be accepted.

So ordered.

PRESIDENT HICKMAN: Next is the Report of the Tariff and Legislative Committee, by Mr. R. M. Miller, Jr., Chairman.

## REPORT OF COMMITTEE ON TARIFF AND LEGISLATION.

By MR. R. M. MILLER, JR.

I have no formal or written report on behalf of the Tariff and Legislative Committee. We have necessarily been inactive since our meeting in New York a year ago, on account of the present condition of the tariff question, and we have adopted the familiar policy of "watching and waiting." We do not know what the result will be. We, however, feel that we can reiterate the statement we made a year ago in New York: that we have not yet felt the full effect on our industry of the present reduced cotton schedule. Last May, June and July a number of us on the fine goods end of the industry had begun to feel the effects very rapidly, but just about that time, we all know the war in Europe was begun and since then of course, we have not had much difficulty with importations. We feel that possibly after the war is over, conditions may then so change that we may never feel the full effects of the present tariff law.

In addition to the tariff end of our committee's work is the legislative end. At a conference yesterday of the majority of the committee, it was practically unanimously agreed to ask this Association to file a protest against the Child Labor Bill which was passed in the last Congress, known as the Palmer Bill, which went to the Senate and was held up in the Senate at the suggestion of Senator Overman of North Carolina. I suppose you all are familiar with this Palmer Child Labor Bill, but if you will pardon me I will read a few lines of that law in order to let you gentlemen who are not familiar with it know its full measure:

"Be it enacted by the Senate and House of Representatives  
of the United States of America in Congress assembled, that

it shall be unlawful for any producer, manufacturer, or dealer to ship or deliver for shipment in interstate commerce the products of any mine or quarry which have been produced, in whole or in part by the labor of children under the age of sixteen years, or the products of any mill, cannery, workshop, factory, or manufacturing establishment which have been produced, in whole or in part, by the labor of children under the age of fourteen years, or by the labor of children between the age of fourteen years and sixteen years, who work more than eight hours in any one day, or more than six days in any week, or after the hour of seven o'clock post meridian or before the hour of seven o'clock antemeridian."

That is practically the law. We also agreed to ask the Association to file a protest against the two bills which have been introduced in Congress, but not passed; the Lindquist Bill and the Baker Bill. They are practically the same bills and refer to the handling of all textile goods. Your committee is opposed to any law compelling the manufacturer to brand his goods. There is no law now against it, and any manufacturer desiring to do so, has the right and privilege of branding his goods in any manner he may choose.

PRESIDENT HICKMAN: You have heard the committee on Tariff and Legislation. What will be your pleasure?

MR. DUNCAN: There is one matter I should like to have this Association refer to the Tariff and Legislative Committee. I do not want to get into any discussion on Tariff. I think we are all agreed that cotton manufacturing is very badly hit by the present tariff. I think a good many feel that with the close of this war there is going to be a large increase in the importations of foreign goods, especially textiles, and there is going to be an effort on the part of German, Austrian and European mills to go on full time to make goods of this kind at any price. I think we should offer some recommendations to Congress that would control this trade with the close of the war, and that we should add the anti-dumping clause in our tariff and see that it provides for goods being invoiced at their value and not at less than their value. I should like the Tariff Committee to study that question.

MR. MILLER: I think the Tariff Committee is very familiar with the suggestion made by Mr. Duncan, but I do not know whether there has been any provision made for the anti-dumping clause or not. My impression was that it was

provided for at the meeting last year and I would like Mr. Cramer's views; if he remembers the exact conditions.

MR. CRAMER: I do not recall that it was. It was discussed, but I do not think anything was done.

MR. MILLER: Then we all agree with the views taken by Mr. Duncan.

MR. ERWIN: I feel that there are a number of our associates, as well as other than cotton manufacturers of the United States who will be in thorough sentiment with our legislative committee in making a vigorous protest against the Palmer bill. If necessary to get this thing in proper shape, I move that the committee immediately bring in a resolution to be acted on by this body—not at the next meeting, but NOW; a resolution of protest just as proposed before this body. I hope Mr. President and my friend manufacturers here, that we are not all asleep as to the far-reaching intent and dire results such a law would bring upon us. I can't realize to save my soul how any set of men would think of passing such a law as was put through the House at Washington, adopted by the Senate Committee; and to the intent of our ability, I think we should thwart it, and I think it is up to us to do it here now.

MR. J. P. GOSSETT: I second the motion.

PRESIDENT HICKMAN: Any further discussion?

MR. D. Y. COOPER: We wish you to pass a resolution authorizing us to formulate this protest and present it within the next week or ten days and follow it up. Have it in proper shape before the assembling of the next Congress.

MR. ERWIN: I can't accept that just as made. I do not think the committee ought to be given authority. I think they ought to be instructed, and I make my motion that way. I think it is of too great importance.

MR. MILLER: By way of information to Mr. Erwin, we quite agree with him that it is very important, and that this Association should authorize the Committee on Tariff and Legislation to file an urgent protest against the Palmer bill, and that the Association authorize us to file this protest on the part of the Association.



MR. J. R. LEASON: Mr. President, if you will allow me one word on this point. Coming from the eastern part of the country, I wish to express my hearty gratification in the sentiments expressed by Mr. Erwin, Mr. Miller and others, which I interpret to mean, Mr. President, that we are all of us brothers—East, West, North and South, and this form of resolution will probably show them where we stand toward every question that comes up. We have come to a point where we feel we are able to adjust some of these matters for ourselves without being directed at every point and corner by those gentlemen in Washington, who, for the most part I take it, are without the practical knowledge and experience that we get every day of our lives.

PRESIDENT HICKMAN: You have heard Mr. Erwin.

MR. JNO A. LAW: Does this motion carry with it the conditions of the last clause of the Committee's report?

SECRETARY BRYANT: Mr. Erwin overlooked the fact that Mr. Miller asks us also to protest against the branding and ticketing bill. Will you include that?

MR. ERWIN: We certainly wish to include that also.

Unanimously adopted.

SECRETARY BRYANT: I have a telegram for Mr. H. M. McCall.

PRESIDENT HICKMAN: Gentlemen, the next paper is the Duke Warehouse Plan by Mr. Stuart W. Cramer, Chairman.

MR. CRAMER: Mr. President and Gentlemen: Conditions during the past year have been such that this committee has not thought it wise to do anything, consequently has no report, and will ask that this be held until the proper time when this committee can again come to life.

PRESIDENT HICKMAN: If there is no objection, the committee will be continued and the report of Mr. Cramer will be received as information.

Accepted.

PRESIDENT HICKMAN: We will now have the Report on Importation of Foreign Grown Cotton, by Mr. J. H. Separk.

## REPORT OF IMPORTATION OF FOREIGN GROWN COTTON.

Mr. J. H. SEPARK, Chairman.

On May 15, 1914, a committee of the United States Horticultural Board, empowered by the Department of Agriculture to promulgate rules and regulations covering the importation of foreign grown cottons into the United States, gave a hearing to the American Spinners of foreign grown cottons, principally Egyptian cottons. Your committee appointed on May 15, 1914, by the President of the American Cotton Manufacturers Association, Mr. Hickman, appeared before said Horticultural Board and beg to report as follows:

It appears that the pink boll worm has become a great pest in the cotton producing territory in Egypt and has assumed such proportion that the American Horticultural Board has become very much alarmed at the prospects of introducing this pest in the United States, particularly in the Southern cotton belt. It appears also that, due to the longevity of the pink boll worm and its larvæ, the Department has determined either to promulgate a ruling against the importation of foreign grown cottons, or to so circumscribe its use as to largely eliminate the possibility of the introduction of the pink boll worm into the cotton producing territory of the United States. From the Department investigator's reports it appears that the pink boll worm is the most destructive insect known. It occurs in India, the Straits Settlements, Ceylon, Burmah, German East Africa, Egypt and the Hawaiian Islands. Something like six years ago it was introduced into Egypt and its ravages have increased until in 1913 they amounted to more than that of all other cotton insects. In some cases the pink boll worm has been known to reduce the yield from 25% to 50%. In addition to this it has a very destructive effect upon the seed, thus lessening its oil product from 10% to 20%. Up to the present this pest has not become established in the United States. It appears that should it gain a foothold in the United States it would become as destructive as the boll weevil and that its eradication will be exceedingly difficult. The pink boll worm lives in cotton seed in the larvæ state and hence its introduction from one country to another is not difficult to understand. More than two years ago the Department prohibited the entry of cotton seed from foreign grown cotton. The Department concedes that should the pink boll worm become firmly introduced into the United States it would eventually prove disastrous not only to the Southern grown cottons, but also to other plant life and in the East as well as in the South. Due to the method of handling foreign grown cottons at the various textile plants of the country and particularly in the South, it appears that the danger is great indeed except under drastic regulations.

At the meeting above referred to various suggestions were discussed to the end of the achievement of the end sought, both by members of the Horticultural Board and by representatives of spinners of foreign grown cottons from both the East and the South. At this meeting there were perhaps one-half dozen Southern spinners and perhaps a dozen or more from the East. Among the suggestions discussed were the following:

1. Thorough fumigation of all foreign grown cottons at the point of and before process of baling cotton.

2. The initial processing of foreign grown cotton at point of shipment sufficient to remove all seeds, pickings, etc.

3. Fumigation of foreign grown cotton at American ports of entry before cotton is shipped South.

4. Process of opening and picking cotton at American ports of entry in the East, re-baling and shipping South.

5. The burning on the part of Southern spinners of all pickings and waste.

The first four suggestions appeared impracticable, but the last suggestion seemed to appeal to the Horticultural Board, viz.: That all Southern spinners of foreign grown cottons enter into an agreement to burn all pickings, waste, etc., daily.

One point of apparent difficulty that seemed to confront the Committee was that the threatened embargo on all foreign grown cottons, particularly Egyptian cotton, was to effect Southern spinners only. For it must be borne in mind that there was no intention of restricting Eastern spinners in the use of foreign cottons. This did not for sectional reasons, to be sure, but in the main, because it appeared that there would be little danger of the spread of the pink boll worm of its larvæ from Eastern mills, whereas the opposite would be true in the case of Southern mills spinning foreign grown cottons without limitations. Your committee thought not the least of drawing sectional lines in its arguments, but did suggest that some of the Southern spinners had built up regular established trade in Egyptian yarns and that now to deny the use of Egyptian cotton would have quite a large effect upon same.

From statistics available it would seem that the takings of Egyptian cotton for the past three years has been as follows:

1911-1912.....	124,013 bales.
1912-1913.....	126,211 bales.
1913-1914.....	91,412 bales.

Of the above estimate Southern takings have been about 12% to 15% of the whole.

The types regularly used in the South are in the order named: Nubari, Mit Afifi and Sakellarides, there being very little Assili, Abassi or Joannovich taken in the South. Also, there is very little of the Upper Egypt used in the South.

But regardless of the section in which used, it appears upon investigation that the lower quality of Egyptian cotton the greater danger of its being infested with the pink boll worm or its larvæ. Your Committee took the broad position in its discussion with the Horticultural Board that they devoutly hoped that the said Board could and would find means by which such American mills as wish to still avail themselves of the use of Egyptian cottons could be able to find their regular supply. They also begged to state that in their opinion the mills now using foreign grown cottons would be entirely willing to subscribe heartily to such regulations as the Horticultural Board might in their wisdom and discretion promulgate.

Pending the final determination of the Horticultural Board, each mill spinning Egyptian cotton was given an opportunity to enter into agreement with the said Horticultural Board to burn on day of opening all picker waste, and it appears also that certain mills agreed to screen

opening rooms. It appears from reports sent out by the Horticultural Board that this agreement has been lived fully up to by some mills and only partially by others. Your Committee recommends that this Convention endorse the position taken by the Horticultural Board in its effort to fully provide against the importation of the pink boll worm and other pests likely to infest American grown cottons and other plant life. It asks, however, that this Convention dare to express the hope that the regulations finally to be promulgated by the Horticultural Board may be such that the possibility may still remain for those who wish to spin Egyptian and other foreign grown cottons to find their supply. In keeping with this report your Committee asks that the following resolutions be referred to the Resolution Committee for presentation to and passage by this Convention.

*"RESOLVED:* That this Association heartily endorse the action of the Horticulture Department in its effort to prevent the importation of the pink boll worm into the United States, and that we urge all manufacturers to agree to the proposition of the Department that all picker waste and motes from such cottons be burned daily."

Respectfully submitted,

J. H. SEPAK,  
*For the Committee.*

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PRESIDENT HICKMAN: You have heard the report of Mr. Separk.

MR. MILLER: I would like to say just a word in connection with the importation of foreign cotton on behalf of Mr. Duncan, President of the National Association, who took a very active part in this matter, and there was a feeling at one time that there was going to be a dissension between the Eastern mills and Southern mills, but that was entirely wrong, although that error crept into the minds of some of the Southern manufacturers.

I took this matter up with the Department and they sent me a list of those mills in North Carolina who have used more or less foreign cottons and those that failed to reply to this circular. I took the matter up with those mills and had no difficulty in securing their co-operation and all these mills agreed to burn their picker waste and motes. Before this had had time to help us out the government issued their second declaration that no foreign cotton should come into the South, and we are now trying to get the Government to rescind the second and go back to the first, provided the mills will burn their picker waste and motes. My understanding is that that

is a suggestion now and we have hopes that the Government will make this change.

MR. DUNCAN: This is such an important matter I think we should get additional information, but what Mr. Miller has said, is, I think, very valuable.

PRESIDENT HICKMAN: What is going to be your pleasure on the report of the committee?

MR. MILLER: I move that Mr. Separk, Chairman of the Committee, offer to the Resolution Committee a resolution approving the adoption.

PRESIDENT HICKMAN: If there is no objection, we will receive Mr. Separk's report and let him prepare his resolution to send to the Resolution Committee.

PRESIDENT HICKMAN: Next is a Report on Foreign Trade Council Meeting by Mr. James Maynard.

SECRETARY BRYANT: I have just received a letter from the Chairman, Mr. Maynard, regretting his absence here, but he promised to write me a letter giving an account of the meeting of the Foreign Trade Council in St. Louis some time ago, that was very interesting, and he believed would result in great good. This will appear in the Proceedings.

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*To the American Cotton Manufacturers Association:*

GENTLEMEN:—By the courtesy of our honored President, T. I. Hickman, I was designated a delegate to represent the Association at the Second National Foreign Trade Convention, held at the Planter's Hotel, St. Louis, Mo., January 21 and 22, 1915. I accepted the designation by which I had been honored and attended the convention.

This gathering was called by The Foreign Trade Council, which has an authorized membership of fifty. They are Manufacturers, Merchants, Railroad and Steamship men and Bankers. They are representative of all sections of the United States and their function is to investigate and advise upon all questions of foreign trade. The organization of the Foreign Trade Council was the outgrowth of a Convention held in Washington, D. C., May 27-28, 1914, to promote co-operation by the government and the commercial, industrial and financial interests of the Nation. The need of such an organization was emphasized by the stirring events and exciting incidents following the outbreak of war in Europe and the almost world wide business paralysis which followed, especially in the matter of foreign trade. Accordingly in co-operation with the Business Men's League of St.

Louis a second Convention was called by the Council. In response to the invitation 394 delegates attended the convention out of 419 designated. This attendance shows the great interest in the general subject of foreign trade. The 394 delegates represented 272 organizations from 24 States. An extended program was prepared embracing all the vital problems common to all engaged in foreign trade. Four general sessions were held, at each of which two leading papers were presented by distinguished speakers, experts in the subject of the papers. These papers were then discussed at length by other appointed speakers. In addition to the regular sessions, "Group Sessions" were held in which the topic of special interest to that group was discussed in detail.

At the first session, in addition to the usual addresses of welcome, an address was delivered by the Secretary of Commerce of the United States, Hon. Wm. C. Redfield, showing how the Department of Commerce was endeavoring to extend foreign trade, which was a comprehensive introduction to the work of the Convention. It was enthusiastically received. Following this address the two papers of the first session were presented. The first was "Problems of War and Commerce" by Mr. John Bassett Moore, long connected with the Department of State as its Counsellor, and was discussed by Mr. Kemper of the Galveston Cotton Exchange; Mr. Henry Howard, Vice-President of the Merrimac Chemical Company of Boston, and Mr. C. F. Randolph a member of the Bar of the City of New York. The second paper of this session was on the subject "Foreign Banking, Loans and Credits" by Mr. John J. Arnold, Vice-President First National Bank, Chicago. This paper was discussed by five gentlemen representing the banking interests, the last speaker being a member of the Foreign Department of R. G. Dunn & Co., New York.

The first paper of the second session was presented by Mr. W. L. Saunders of the Ingersoll-Rand Co. of New York, on the subject "Government Regulation of Commerce as affecting Foreign Trade." It was discussed by Mr. John D. Ryan, President of the Amalgamated Copper Co. and others who volunteered. The second paper was entitled "Problems of the smaller Manufacturer and Merchant in the Development of Foreign Trade", by Mr. William C. Downs, Commercial Attache for Australia. This was discussed by Mr. C. D. Mitchell, President of the Chattanooga (Tenn.) Plow Co., and Mr. H. C. Lewis, National Paper & Type Co. of New York. These sessions were then followed by group sessions on each of the subjects which were more fully discussed.

At the final session the first paper was read by Professor Edwin F. Gray of Harvard University, followed by discussion by Professor J. W. Jenks of the New York University, Professor G. L. Swiggett of the University of Tennessee and Mr. W. D. Simmons of the Simmons Hardware Co. of St. Louis.

The second paper was on the great subject "Merchant Marine" and was prepared by Mr. James J. Hill who was unable to be present, and was read for him; this was ably discussed by Secretary Redfield; Mr. Welding Ring of New York and Mr. J. J. Slechts of the Brazilian Lloyd's Steamship Co. Group Sessions followed at which these two papers were more fully discussed.

The whole Convention was instructive and its lessons valuable. The proceedings and all the papers and discussions have been published in full and can be obtained from Mr. Robert Patchin, Secretary of the Foreign Trade Council, 64 Stone Street, New York City.

I regret that all the delegates of the American Cotton Manufacturers Association could not have been present. If a third Convention is held I most strongly urge all who are interested in Foreign Trade to attend and hear all that is said on this topic of vital interest to all Manufacturers and business men.

I wish to thank President Hickman for designating me as a delegate, and affording me the opportunity of gathering so much information on this great subject.

Respectfully submitted,  
(Signed) JAMES MAYNARD.

PRESIDENT HICKMAN: We will now have the report of our Secretary and Treasurer.

## REPORT OF THE SECRETARY AND TREASURER.

### DETAIL STATEMENT OF FINANCIAL CONDITION OF THE AMERICAN COTTON MANUFACTURERS ASSOCIATION APRIL, 1915

RECEIPTS		
Balance, April, 1914 .....	\$4,776.77	
Membership Dues .....	4,010.00	
Publication .....	379.00	
Banquet Tickets .....	622.50	
		\$9,788.27
EXPENSES		
Secretary and Treasurer .....	\$1,500.00	
Stenographer .....	165.00	
Postage .....	184.50	
Telegrams .....	54.58	
Printing and Stationery .....	320.20	
Board of Governors .....	181.55	
Taxes .....	1.35	
Textile Bureau .....	514.00	
National Council .....	94.52	
Tariff Committee .....	118.77	
Cotton Exchange Committee .....	90.00	
Foreign Cotton Committee .....	72.00	
Banquet—last convention .....	3,664.20	
General Expense .....	803.33	
President Hickman's Exhibition .....	1,025.54	
		\$8,789.54
Furniture and Fixtures .....	\$388.30	
Accounts Receivable .....	125.22	
Cash on hand and in bank .....	485.21	
		\$998.73
		\$9,788.27

Active Members last report .....	443	
Died . . . . .	3	
Resigned. . . . .	54	57
		<hr/>
		386
New Members . . . . .		9
		<hr/>
		395
Associate Members last report .....	358	
Died . . . . .	2	
Resigned . . . . .	48	50
		<hr/>
		308
New Members . . . . .		11
		<hr/>
		319
Total Members . . . . .		<hr/>
		714

## NEW MEMBERS

## ACTIVE

Comer, Donald, Sec. Avondale Mills, Birmingham, Ala.  
 Culberson, A. Jr., Supt. Dixie Cotton Mills, LaGrange, Ga.  
 Kiernan, Patrick W., Supt. Lowell Bleachery, St. Louis, Mo.  
 Munson, W. B., Jr., Treas. Dennison Cotton Mills Co., Dennison, Texas.  
 Montgomery, E., Supt. Summerville Cotton Mills, Summerville, Ga.  
 Rees, Ernest, Supt. Elk Cotton Mills, Fayetteville, Tenn.  
 Ray, H. C., Pres. Stevenson Cotton Mills, Stevenson, Ala.  
 Taylor, Walter S., Sec. The Rhodhiss Mfg. Co., Rhodhiss, N. C.  
 Woodside Cotton Mills Co., Greenville, S. C.

## NEW MEMBERS

## ASSOCIATE

Campbell, A. H., A. H. Campbell & Co., Memphis, Tenn.  
 Crump, F. M. & Co., Memphis, Tenn.  
 Embury & Maury, Memphis, Tenn.  
 Harris, Arthur H., Agent Barber-Colman Co., Atlanta, Ga.  
 MacNider, G. M., Agent National Starch Co., Greenville, S. C.  
 Striplin, W. D., Mgr. Striplin Cotton Co., Corinth, Miss.  
 Sellers, Alexander, Vice-Pres. Wm. Sellers & Co., Inc., Philadelphia, Pa.  
 Sirrine, Wm. G., Pres. Security Storage Co., Greenville, S. C.  
 Traywick, H. H., Chief Clerk, Asst. Gen'l Freight Agent, Atlanta &  
 West Point R. R. Co., Atlanta, Ga.  
 Wade, John W., Pres. Howell Cotton Co., Birmingham, Ala.  
 Wylie, W. H. Jr., Sales Agent General Electric Co., Charlotte, N. C.

PRESIDENT HICKMAN: You have heard the report of the Secretary and Treasurer. What shall be your pleasure?

MR. J. P. GOSSETT: I move that it be accepted and spread on the minutes.



The motion was seconded and adopted.

PRESIDENT HICKMAN: We will now hear the Report of the Committee on Resolutions.

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## RESOLUTIONS.

*Whereas*, the interests of manufacturers and merchants of the United States, to the extent of their economic ability, require an equal right with those of all other nations to the trade of the world; and

*Whereas*, the United States has by expressed statement declared the principle of equal trade privileges to the great commercial market of China; and

*Whereas*, it is feared that influences for some years exercised upon China and now being brought to bear upon the government of that country with increased pressure may result in a loss to citizens of the United States, manufacturers making goods suitable for, and merchants engaged in the trade with China, of the equal right to trade with the people of China; therefore be it

*Resolved*, that the interests of the foreign commerce of the United States require a new statement of the right of equal opportunity to trade in the markets of the world, and that, particularly as to China, the principle of the "Open Door" be asserted anew and in unmistakable terms. And be it further

*Resolved*, that copies of these resolutions be transmitted to the President of the United States, the Secretary of the State, the Chairman of the Committee on Foreign Relations of the United States Senate, and the Chairman of the Committee on Foreign Affairs of the House of Representatives.

Resolution unanimously adopted.

*Resolved*, by the American Cotton Manufacturers Association, that as a result of one of the most impressive lessons of the great European War, the United States should adopt some prompt and vigorous measure to secure the establishment by private enterprise of lines of American merchant steamers to the chief ports of the world, so that this country may no longer be dependent for nine-tenths of its ocean carrying trade on foreign ships and foreign ship-owners.

*Resolved*, that this Association regards an adequate American merchant marine as indispensable to the full development of American Commerce and as an essential auxiliary to the national defence in time of war and believes that by all proper methods these important facts should be impressed upon the American people and their law-makers.

Resolution adopted.

*Resolved*, that this Association heartily endorse the action of the Horticulture Department in its effort to prevent the importation of the pink boll worm into the United States, and that we urge all

manufacturers to agree to the proposition of the Department that all picker waste and motes from such cottons be burned daily.

Resolution adopted.

*Resolved*, that a standing committee of not less than three members of the American Cotton Manufacturers Association be appointed to confer annually with the management of textile schools on their curriculum and other matters affecting the qualifications of textile graduates.

Resolution adopted.

*Resolved*, that the thanks of the Association be tendered to the Memphis Cotton Exchange, the Memphis Terminal Corporation, to the City of Memphis, the Business Men's Club, the Memphis Country Club, the Tennessee Club and the Chickasaw Guards Club, for their unlimited hospitality in entertaining the members and guests of this Convention.

Resolution adopted.

*Resolved*, that the thanks of the Association be extended to the management of the Chisca Hotel for their courteous treatment to members and guests of the Convention.

Resolution adopted.

*Resolved*, that thanks of the Association be tendered to Mr. W. A. Graham Clark of the Department of Commerce for the exhibition of samples of cotton goods gathered in many lands.

Resolution adopted.

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SECRETARY BRYANT: The General Managers' Association of the Southeast has been in correspondence with Mr. Hickman regarding a form of marking goods for shipment and would like for the Association to adopt some resolution in regard to marking these goods. The following circular explains their request:

TO—Manufacturers of Cotton Goods.

SUBJECT—Recommendation for Standard Practice in Marking *Baled Goods*.

DEAR SIRs:—Please permit us to introduce ourselves as an organization of Operating Officers who are anxious to do everything we can to improve our methods and perfect our service, so as to reduce the useless drain of money through claims for freight loss and damage which at the same time represent equally as large an annoyance, and an economic loss to the public.

The remarkable development of cotton manufacturing in the South, of course, is simply one manifestation of the genius of the business men of this section, in which we all have a common pride. Continued growth in this direction is, of course, quite closely bound up in

your transportation conveniences, and it is our ambition to co-operate with you and strengthen your hands by providing for you in the highest possible degree of service.

In this spirit, we want to call attention to the fact that both of us are suffering a decided loss of efficiency by reason of your shipments going astray in transit, through mistakes in addresses, on account of the confusion caused our employees by the lack of uniformity in marking, and the impossibility of differentiating between the different names and numbers, as to which is the correct address for the consignee and which are the bale numbers.

We have consulted some of the most progressive men in your business, and with their assistance have drawn up a proposed recommendation for a standard practice in marking cotton piece goods in bales, and we beg leave to submit same to you herewith for your criticism and suggestions, with a view towards arriving at a conclusion which will be entirely satisfactory to those interested in the manufacture and sale of cotton goods, and which will give us a better opportunity to do our part in the proper handling of your traffic.

(Signed) CHAS. A. WICKERSHAM, Chairman.

#### TENTATIVE DRAFT OF SPECIFICATIONS FOR MARKING COTTON PIECE GOODS

(1st). The correct and plain marking of any package for shipment is the most essential feature in its proper transportation and accurate delivery to the correct destination and consignee. In a recent conference ruling, the Interstate Commerce Commission said:

"Besides being expressly so provided in the rules of all freight classifications, it is on broad general ground the duty of a shipper to correctly mark packages of less than carload freight intended for transportation, and when so marked the carrier is held to a strict responsibility for their safe delivery at destination."

(2nd). All packages should be marked with brush or stencil; tags should never be used. A cut is shown indicating proposed standard for marking a bale of cotton fabric, i. e.:

#### MARK ON HEAD OF BALE

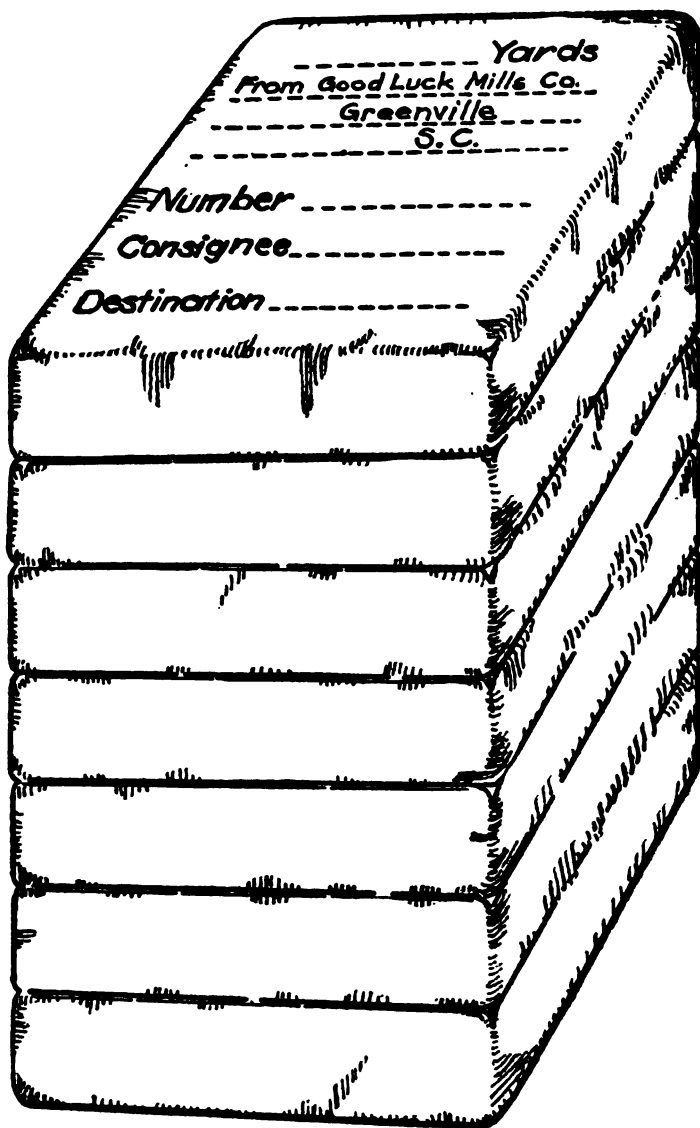
Thus:

1. Show the number of yards.
2. Show "from."
3. Show the bale number.
4. Show the name of consignee.
5. Show the destination.

Example:

500 yards.  
From Good Luck Mills Co.,  
Greenville, S. C.  
Bale No. 41,144.  
Consignee, Jones Export Co.  
Destination, New York, N. Y.

If the name of the selling agent or descriptive marks of any character must be shown on the package same should be applied on the side of the bale, the selling agent's name to be preceded by the words "Sold By."



MR. ERWIN: We understand that the railroads are having quite a lot of trouble in improper marking of goods, and if we should co-operate with them and lessen their trouble, they would appreciate it. Of course we all want our goods to get to their destination all right, and I would suggest that if there is no objection, that we recommend to the members that the suggestion of the General Managers' Association be adopted.

PRESIDENT HICKMAN: You have heard the recommendation on this matter of marking goods. What will be your pleasure?

MR. CRAMER: I move it be adopted.

Adopted unanimously.

SECRETARY BRYANT: The following has been handed me to be read to you:

Referring to the suggestions made in President Hickman's address.

We think they are worthy of most serious consideration, and firmly believe the time is now ripe when the Manufacturers and their Agents can get together on some sane and conservative basis, and conserve the interest of the mills by guarding the prices of their products.

We would respectfully suggest, and heartily recommend that this be passed to the National Council, and that they be urged to take immediate and prompt action.

Possibly the best way by which this matter could be reached would be to urge the Agents in the large cities, both East and West, to appoint delegates to confer with the National Council on this subject.

PRESIDENT HICKMAN: You have heard the recommendation.

MR. MILLER: I move its adoption.

MR. J. P. GOSSETT: I second the motion.

Adopted.

PRESIDENT HICKMAN: Mr. Newburger asked me to renew the invitation of the Memphis Cotton Exchange, and say that you gentlemen will be welcome there.

MR. ERWIN: It seems to me that in appreciation of the very cordial hospitality they have shown us that we ought all to go, and if there is no objection, immediately after the adjournment I urge that we all walk in a body to the Cotton Exchange.

SECRETARY BRYANT: We are not without invitations for next year's meeting.

MR. MILLER: I suggest that the invitations be turned over to the Board of Governors as usual.

SECRETARY BRYANT: The Department of State has referred to our President, Mr. Hickman, a statement from Consul Ross Hazeltine, Cartagena, Colombia, dated February 23, 1915, which will no doubt be of great interest to those present. Will you have it read or will you have it incorporated in our minutes?

MR. JOHN PATTERSON: I move it be printed and sent to all members.

Seconded and adopted.

### COTTON GOODS

From CONSUL ROSS HAZELTINE

Cartagena, Colombia, February 25, 1915.

Textiles, grouped together, form the largest single item of imports into Columbia, and of the textiles the imports of cotton goods are far greater than all other classes. During the fiscal year ended June 30th, 1914, the imports of cotton goods into the port of Cartagena were as follows:

United Kingdom .....	\$777,554.00
United States . . . . .	251,416.00
Germany . . . . .	182,163.00
France . . . . .	25,545.00
Spain . . . . .	25,230.00
Total.....	\$1,261,908.00

About fifteen years ago the United States enjoyed the largest share of the trade in cotton goods, but local political disturbances coupled with a good domestic market evidently caused our manufacturers to temporarily neglect the Colombian market. Manchester was quick to seize the opportunity, and has since held more than one half of the total trade. More recently the establishment of cotton mills in Cartagena and other cities of the Republic interfered seriously with the import trade.

White drill which is extensively used in the coastal regions is manufactured locally although some is imported from the United States. Prints are imported almost exclusively from England. Domestic grays, or "Americanos" appear to offer an opportunity for our manufacturers. Local importers admit frankly that although American cotton goods are, in many instances, quite superior to the European

products, nevertheless the orders go to Europe because European manufacturers supply an article which meets the demands of the trade, and grant longer credits. Many an order has been lost to American manufacturers because they were unable to furnish goods approximately as specified, or because they were unable to grant long credits to firms that were absolutely sound financially. It is said that American cotton goods contain less sizing and more cotton than British goods, but that fact is a poor selling argument, especially when the trade demands an inferior class of goods. It must always be remembered that the purchasing power of a vast majority of the citizens of Colombia and other South American countries is very much less than that of the American working class. If the women cannot afford to wear richly colored silks, they will buy gaudy cotton prints. This fact is demonstrated repeatedly especially in such lines as wearing apparel and jewelry. If American manufacturers are prepared to meet the demands of this market, and be liberal in the matter of credits, there are great possibilities.

The largest importers of cotton goods state that their 1915 purchases will be only about 50% of their purchases last year. This reduced market, however, offers infinite possibilities to American mills. The most practical suggestion that we can offer is to advise American cotton goods manufacturers to send an able representative to this country to study the market and local requirements. The field could be covered in a couple of months. Owing to the diversity of climate, that which is true of the torrid coastal regions does not apply to Bogota, the capital, which enjoys a temperate climate the year around. The representative sent to this field should possess the following qualifications set forth in the order of their importance:

- (1) A thorough knowledge of textiles, and
- (2) a speaking knowledge of Spanish.

Even without the second qualification, an able man could obtain much valuable information.

As a second suggestion (rather a corollary to the first) it might prove very valuable to obtain a complete line of samples and prices of the most popular cotton goods sold in this district under normal conditions. Such samples could be purchased in duplicate or triplicate for \$15.00 to \$25.00 depending upon the sizes of samples desired. This consulate will be glad to purchase such samples, but it would be best to do so through the medium of the Department of State and the Bureau of Foreign and Domestic Commerce upon the issuance of clear and concise circular instructions to consular officers in the countries in which American cotton manufacturers are interested.

It is extremely unlikely that the present exceptional opportunity will be repeated. What is vital now is that American manufacturers should seek to establish and perfect relations which will yield a larger proportion of the present depressed trade. When conditions again become normal, the volume of trade will take care of itself provided the terms of contracted sales are strictly adhered to. There can be no doubt but that the present is the most favorable time for gaining a stronger foothold.

The immediate expenditure of a maximum of \$20.00 for a full line of samples would give American manufacturers a concrete idea of the

local market requirements and would enable them to devote their best efforts to the particular lines in which competition is possible and profitable. The subsequent sending of a selling and representative agent should yield immediate results.

A complete list of the local importers of cotton goods is contained in the World's Trade Directory, but the following are the more important importers:

- (1) Pombo Hermanos.
- (2) Rafael del Castillo & Ca. (New York office at 24 State St.).
- (3) A. & T. Meluk.
- (4) Rumie Hermanos.
- (5) Name Morad.
- (6) Americo Ciardelli.

(The first two firms probably import 75% of the total amount of cotton goods consumed locally.)

Those interested in obtaining the services of a representative having a thorough knowledge of the textile market may address Pablo Wolf, in care of this office.

Attention is invited to report entitled "Market for Cotton Goods" dated December 3, 1914, obtainable from the Bureau of Foreign and Domestic Commerce at Washington. The cotton mill described therein ceased operations January 1, 1915.

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MR. CHAPPELL: For a number of years Mr. Lewis W. Parker has attended the convention. He has been very ill and is now in the General Memorial Hospital, New York, and I think it would be well for the Association to send a telegram of regrets that he is not present. I would like to offer this as a resolution.

MR. CALLAWAY: I second the motion.

Unanimously adopted.

Following telegram sent Mr. Lewis W. Parker, General Memorial Hospital, New York.

The American Cotton Manufacturers Association in convention assembled extend to you their sympathy in your illness and wish for you an early recovery. We have missed you greatly in our session.

(Signed) C. B. BRYANT, Secretary.

Reply:

Message received. Please convey to Association my appreciation of their kind words and express to each member my wishes for a prosperous year to him.

(Signed) LEWIS W. PARKER.



MR. W. A. ERWIN: We are very much saddened to learn since we have been in session of the death of one of our members, Mr. J. A. Long, Roxboro, N. C. I move that the Secretary be requested to send a telegram of sympathy to his family.

MR. D. Y. COOPER: I second the motion.

Unanimously adopted.

Following telegram sent Mrs. J. A. Long, Roxboro, N. C.:

The American Manufacturers Association in convention assembled begs to extend its deepest sympathy in your great sorrow.

(Signed) C. B. BRYANT, Secretary.

MR. T. H. RENNIE: I have been requested in behalf of the Southern Textile Association which will hold a meeting in Greenville, on November 4, 5 and 6, to invite the members of the American Association to attend that meeting. They are going to have a machinery exhibit in Greenville, also they are going to have a very large cotton goods exhibit, and they have asked me to invite the Association, and would like as many members as can to attend.

MR. SCOTT MAXWELL: Gentlemen of the Association, we have with us today Mr. Weatherby who is one of the members of the Board of Commissioners in the city of Birmingham, and he has come down and would like to set forth to you gentlemen the merits of Birmingham as a convention city, and I move this gentleman be allowed five minutes time.

MR. RENNIE: I second the motion.

Adopted.

MR. WEATHERBY: Gentlemen of the Association, I will not consume more than five minutes. From the city of Birmingham as one of its commissioners, I wish to extend to this Association a very urgent invitation to hold its next meeting in our midst. Birmingham is one of the big towns; it is prosperous and aspiring. In 1900 we had 32,000 people—today we have 175,000. Every year we are adding to our population at the rate of 8,000 to 10,000 people, and we have enough to make a new town every day. I will not take more time, I simply want you to come to the great town in making where you can actually see it grow and do not have to wait a hundred years.

The Secretary of the Chamber of Commerce is here and also the Secretary of the Merchants Association, but we will not take any more time.

MR. MILLER: I move that we extend the gentleman thanks for the invitation, but I also am in favor of its taking the course of action of this Association and refer same to the Board of Governors.

MR. ERWIN: I second the motion.

Adopted.

PRESIDENT HICKMAN: Is there any further new business? (No new business.) Next is the election of officers and we will have the report of the Nominating Committee.

MR. COOPER: Mr. Chairman, Gentlemen of the Convention: It is the pleasure of your committee to present for your approval the following officers for the ensuing year:

Mr. Scott Maxwell, of Alabama for President. (Applause.)

Mr. John A. Law, of South Carolina, for Vice-President. (Applause.)

Mr. C. B. Bryant, of the American Cotton Manufacturers Association, for Secretary and Treasurer. (Applause.)

We present to you Mr. Ceasar Cone, of North Carolina, as Chairman of your Board of Governors; as members of the Board of Governors:

Mr. J. J. Bradley of Alabama.

Mr. Eugene Holt, of North Carolina.

Mr. George E. Spofford, of South Carolina.

Mr. Paul J. Marrs, of Kentucky.

Mr. Craig S. Mitchell, of Pennsylvania.

These gentlemen we submit for your consideration.

PRESIDENT HICKMAN: What will be your pleasure?

MR. ERWIN: I move all names be accepted by rising vote.

MR. L. D. TYSON: I second the motion.

All officers unanimously elected by rising vote.

PRESIDENT HICKMAN: I take great pleasure in presenting to you your new President. (Applause.)

Mr. Maxwell takes the chair.

MR. MAXWELL: Gentlemen, the honor you have bestowed on me of electing me President of this Association is an honor of which any man should be proud. I thank you sincerely for it and for the spirit which prompted you in the selection. I hope by my efforts and intent to convince you thoroughly of my appreciation. However, I wish to caution you as no doubt some of my predecessors have done, that the success of this position requires not only the time, thought and work of the President, but also the advice and co-operation of every member and officer of this organization, all of which I most earnestly seek. Again I thank you. (Applause.)

Calls for Mr. Law.

MR. LAW: I am not going to keep you one second, but I do want to thank you for this honor you have conferred upon me, and assure you of my heartfelt desire to co-operate with our new President and every officer in every way possible.

MR. CRAMER: I move we give Mr. Bryant five minutes. (Applause.)

Calls for Mr. Bryant.

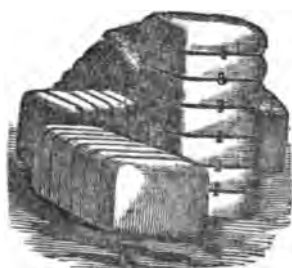
MR. BRYANT: You had better not—I might take a week. I appreciate very much the re-election—that will cover a week.

SECRETARY BRYANT: Mr. President, it is a custom which devolves on you to appoint a member to the National Council for the period of three years and an alternate for the National Council for the period of three years.

PRESIDENT MAXWELL: Gentlemen of the Association, on this National Council I appoint our Ex-President Mr. T. I. Hickman; as alternate Mr. T. H. Rennie of Pell City, Ala.

There being no further business, we will now adjourn and go to the Cotton Exchange.

Adjourn.



CHARLOTTE  
*METROPOLIS OF*  
NORTH CAROLINA  
*AND THE*  
COTTON MANUFACTURING  
CENTER *of the* SOUTH

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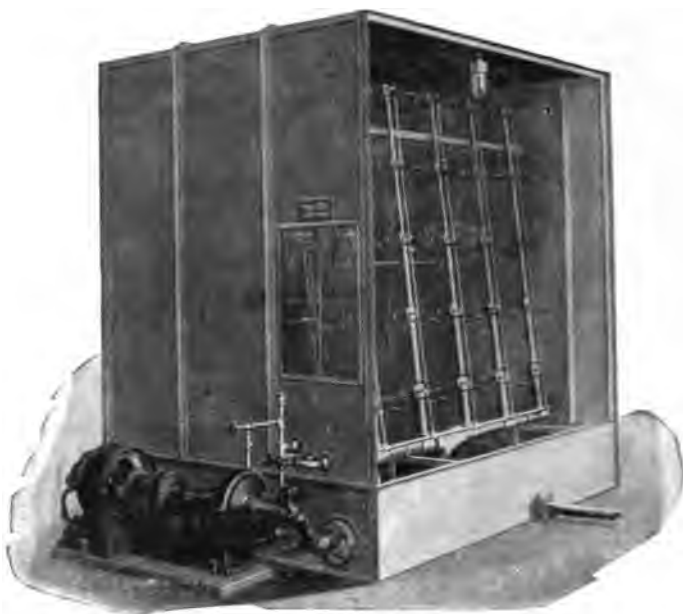


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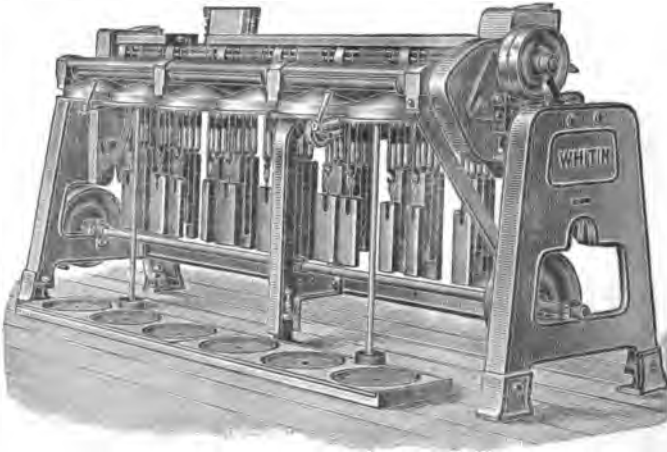


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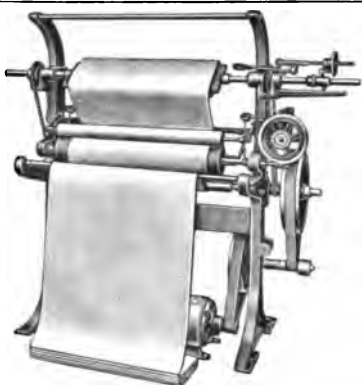
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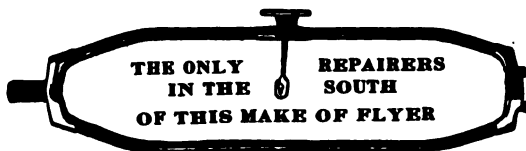
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ATLANTA  
MEMPHIS

## C. C. B. COAL      The Standard of Excellency A Symbol of Quality

### C. C. B. POCAHONTAS

Officially endorsed by the Governments of Great Britain, Germany, Austria and the United States. Mines on the Norfolk and Western Railway.

### SOVEREIGN BITUMINOUS

Free-burning, non-clinking coal, low in ash and high in heating value

### C. C. B. NEW RIVER

The Cream of the New River field. Unsurpassed for the generation of steam. Mines on the Virginian Railway.

### CINDERELLA SPLINT

A Genuine West Virginian White Ash splint, unbeatable for domestic purposes. Stocks like Anthracite.

SAMUEL CASTNER, JR., Pres.      P. A. CASTNER, Sec. & Treas.  
LEMUEL BURROWS, Vice-Pres. & Gen. Mgr.

**CASTNER, CURRAN & BULLITT, Inc.**

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**Main Office: Stock Exchange Bldg., Philadelphia**

*Branch Offices:* New York, Chicago, Norfolk, Roanoke, Cincinnati.

*European Agents:* Hull, Blyth & Co., London, England.

Orders for the Carolinas should be forwarded to our Roanoke Office.

# Permanent Colors Create Permanent Trade

**THE INSISTENT DEMAND OF THE CONSUMER FOR FAST COLORS MAKES IT IMPERATIVE THAT THE RETAILER, THE JOBBER, THE CUTTER-UP AND TEXTILE MANUFACTURERS RECOGNIZE THE QUESTION. FASTNESS OF COLORS, AS A MOST IMPORTANT ONE**

## **Indigo**

The introduction of synthetic Indigo by the Badische Anilin & Soda-Fabrik in 1897 greatly lowered its cost simplified its application and placed it on a scientific basis. The immediate practical results has been that Indigo is used on an ever increasing scale in the production of overall goods (denims) for working garments worn by artisans of all classes everywhere, as well as for navy blues with white designs, in percales and similar fabrics which are so largely used the world over for women's house and working dresses. Nothing has yet been found which is as well suited as Indigo for these and many other purposes, since it combines minimum cost, brilliancy of color and satisfactory fastness. In fact, the word "Indigo" to the consuming public is a guarantee of a durable and satisfactory color.

## **Indanthrenes**

Unfortunately, however, Indigo produces only a Blue, while the trade requires every shade in fast and brilliant colors. To Dr. Rene Bohn, Director of the Badische Anilin & Soda-Fabrik, Ludwigshafen a/Rhein, should be given credit for the discovery of the series of dyestuffs derived from Anthracene, known as Indanthrene Dyes, which produce fast colors in every desired shade and tone. The introduction of these dyes in the cotton industry has created a new standard for fastness and brilliancy, in which combined respects they excel any colors heretofore known. Indanthrenes are actually permanent while the fiber lasts, meeting therefore every trade requirement, a fact so well demonstrated that today the word "Indanthrene" (pronounced In-dan-threne) is synonymous with "Fast Colors." There is probably no factor of greater importance in the manufacture of cotton goods than the fastness of the colors. in that it constitutes a most attractive selling argument, increases their popularity and broadens the market for them.

**BADISCHE COMPANY.**



**The WHITIN RING**

**THE BEST THAT EXPERIENCE CAN PRODUCE, THAT MONEY CAN BUY**

**WHITINSVILLE SPINNING RING CO.**

**Whitinsville  
Spinning  
Ring  
Co.  
Whitinsville,  
Mass.**

A Revelation in Efficiency

## The K-A Electrical Warp Stop

¶ A Mill Manager who had purchased some "mechanical" warp stops was induced to try K-A. Result: He equipped the balance of his mill with K-A, and said he had made a mistake in his first selection.

¶ A Worsted Mill, after equipping 90% of its looms with another warp stop, adopted K-A for the rest.

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## Sim-Pull and Sim-Plex Auto-Locking Belt Shifters and Countershafts

Awarded a gold medal by the American Museum of Safety at the Safety and Sanitation Exposition, December, 1914, in New York City

¶ The belt is locked against creeping. A PULL unlocks, shifts and relocks the belt.

¶ "Arguto Oilless" Bearing in the loose pulley removes a dangerous oiling operation.

## Insure Against Compensation Claims

By Installing

SIM-PULL and SIM-PLEX BELT SHIFTERS

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**The Mossberg Wrench Company**  
CENTRAL FALLS, R. I.



**MERCANTILE BUILDING—CHARLOTTE**

**Under Construction by**

**F. T. WOOD**  
President

**S. W. TRAVERS**  
Sec.-Treas.

**H. F. HANN**  
Gen. Supt.

# **Travers Wood Co.**

**INCORPORATED**

**RICHMOND, VA. — CHARLOTTE, N. C.**

**Contractors for**

**Offices and Warehouses of Southern Power Company,  
Piedmont and Northern Railway Company, Southern  
Public Utilities Company, Etc.**

**BUILDERS OF**

## **Reinforced Concrete Structures**

**Bridges, Coal Pockets, Power Plants;  
Office, Mercantile and Mill Buildings**

**Estimates Promptly Furnished**



**MERCANTILE BUILDING—CHARLOTTE**

**F. T. WOOD**  
President

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**INCORPORATED**

**RICHMOND, VA. — CHARLOTTE, N. C.**

## **Why Pay Fire Insurance? Build Reinforced Concrete Structures BECAUSE**

**Maintenance cost is reduced to minimum.  
No wood work to decay nor steel to corrode.  
Every year adds to its strength and durability.  
Absolutely monolithic—built like one stone.**

**If properly designed, we will guarantee that in ninety-five out of one hundred cases, the cost of reinforced concrete construction will not exceed ordinary mill construction more than five per cent. Ask Mr. Thos. A. Edison, Mr. Jas. B. Duke, Mr. R. J. Reynolds.**

**Estimates Promptly Furnished**

# Hornets Nest Electric Company



## Electrical Contractors

High - grade Conduit  
work for motors and  
lighting.

Mill and Village wir-  
ing a specialty.

25 East Fourth Street

Charlotte, N. C.



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ORGANIZED 1874

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# THE COMMERCIAL NATIONAL BANK OF CHARLOTTE, N. C.

Capital  
\$500,000.00

Surplus and Profits  
\$430,000.00

Gross assets and personal liability  
\$3,500,000.00

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**SPECIAL ATTENTION GIVEN to COTTON MILL ACCOUNTS**

*We solicit your business  
New accounts welcomed*

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HTD 1874-1

**THE  
Merchants & Farmers  
National Bank**

**CHARLOTTE, N. C.**

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**Capital, \$200,000.00**

**Surplus, \$250,000.00**

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The officers of this bank will be pleased  
to meet or correspond with those who  
contemplate making changes or opening  
new accounts.

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MAIN OFFICE

644 Greenwich St.

NEW YORK

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Natural and Synthetic

Ciba Violet, Ciba Blue  
and all Vat Dyes. Sul-  
phur Dyes. Dye Wood  
Extracts: Logwood,  
Cutch, Fustic, Hyper-  
nic, Etc. Chrome  
Acetate, Bichromates,  
Iron Liquor, Etc.  
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CHICAGO	-	-	-	-	-	145 West Kinzie Street
CHARLOTTE	-	-	-	-	-	Commercial Bank Bldg.









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